



Editorial

Insist on Value in 1931

THIS is the time of year when advertising budgets are made up and campaign plans are laid. As usual the creative minds are in labor evolving ideas and copy themes designed to knock the world off its bicycle and make it buy. In addition, and it is a good sign, there is evidence this year that advertisers of confectionery and their agencies will buy their advertising space more carefully than in the past. General publicity or institutional advertising appears to be scheduled to take a nose dive in 1931.

That inevitably means the more intensive use of trade or business papers.

No sensible person questions the value to a manufacturer of candy of consumer demand (or failing that, consumer acceptance) for his product. It is an asset beyond price. But consumer demand in more than a rather limited territory cannot be had either in a short time or for the expenditure of few thousands of dollars. On the other hand it is possible to build up an acceptance for a brand of candy that has honest merit among key jobbers and retailers in a relatively short time and at a fraction of the cost of advertising in publications reaching the consumer. Equally important is the fact that once a distributor really believes in a product, he can, if he has any merchandising ability whatever, sell it. The manufacturer who cultivates him can count on his enthusiastic cooperation.

Perhaps there will never be a time more important than the present for advertisers of candy to ask themselves: What are we actually getting for our advertising dol-

lars? Are the readers of the publications we intend to use buyers of candy? Or are they, in the main, our competitors? Will these publications produce tangible results or can we hope for no more than that "our name will be kept before the trade"? The CONFECTIONERY BUYER, companion publication to The MANUFACTURING CONFECTIONER, has a timely and interesting story of definite results for those who are insisting on advertising value as part of their 1931 program.

Credit Situation Calls for Judgment

A YEAR like 1930 sets a high premium on business judgment even if it is only a little above the average. Perhaps in times like these there is no more difficult task imposed on executives than handling credit situations firmly but fairly.

One detail is worth remembering. The first error in collections lies in waiting before taking steps to collect an account that is due. Those steps need be neither tactless nor arbitrary. Another detail relates to terms. Profitable business is rarely lost because terms are enforced strictly. Some customers do not understand what terms are. They do not realize, for example, that discounts must be earned, that they are not part of the purchase price. Occasionally a customer will take his business elsewhere because the creditor insists that the terms governing the purchase be met. In such cases experience shows that these customers are not especially profitable accounts.

Now is a time when well-trained salesmen can help the credit department by obtaining reliable credit information and by collect-

ing accounts. Now is a time, too, when the credit department that possesses a constructive viewpoint can help salesmen by granting all the leeway consistent with good business. The situation calls for tactics that will do away with ill-founded dejection and defeatism. A little common-sense in handling credits will help.

Someone Should Blow a Whistle

PROBABLY it is human nature to spurn opportunity—to turn one's back on things we know to be worth-while. Many a candyman reading this will recall that, as a boy, he frequently preferred Nick Carter and Diamond Dick to Louisa May Alcott. As men perhaps a few of them now would vote any time for an evening of poker in place of Parsifal. People are funny that way.

In business one expects to encounter indulgence in personal whims, such as these, less often, especially when indulgence stands in the way of profits. For profits are the immediate goal of most manufacturing confectioners. "Without profits business is not business." We have said that before. We expect to repeat it many times in these columns, for the reason that it is a fundamental declaration of faith that the confectionery industry needs to keep before its eyes always.

Sometimes it looks as though those who should profit most from their contributions to the industry, actually profit least. That is doubtless an illustration. Nevertheless it is worth examining for a moment. We have a National Confectioners' Association. It is supported, in the main, by candy manufacturers. Chiefly because of that fact, the Association's energies focus on devising ways and means for manufacturers to secure greater and more stable profits. In other words the Association staff endeavors to do for its members what very few of them are equipped to do for themselves.

Now enters the perverse element—the human-nature element that prompts men to turn away in a disinterested manner from opportunity. After the Association has evolved ideas for promoting sales and

profits, those members of the Association who should be most interesting in exploiting these ideas neglect them. Other factors in the industry, less phlegmatic, seize on the ideas and turn them to profit. The manufacturing retailers or candy kitchens, for example, are selling more this year than they sold last year. The remaining manufacturers are selling less. One reason for this is the avidity with which the manufacturing retailers cash in on the national association's activities. Meanwhile some members of the National Confectioners' Association complain that outsiders derive more benefit from the Association than they do. They are right. But who is responsible for that?

Someone should blow a whistle or do whatever is necessary to wake up these manufacturers. After all it's the manufacturing confectioners' party. If they stand by and let the small boys who weren't invited walk away with the ice cream and cake, that's their affair. The day may come when they'll get mad enough to do something about it.

Put It Into Practice

WITH the arrival and passing of Sweetest Day we are almost encouraged to feel that the Industry is beginning to develop a technique of merchandising its wares. Its lessons have been hard-earned but well-learned by those who have put forth any effort. Nevertheless wouldn't it be the negation of good business to let the knowledge so far acquired lie unused until Sweetest Day a year hence?

The relationship between practice and perfection expressed with such simplicity in that age-old truism "Practice Makes Perfect" applies to the Industry's present fund of merchandising knowledge. The more frequently it is made use of, the more complete it becomes. With so many nice big, fat holidays looming ahead of us there is certainly no lack of occasions upon which to practice.

Thanksgiving, Christmas, New Year's, and all the others are just waiting for us to come along and do our stuff. In exploiting Sweetest Day we had to sell both an idea and merchandise. With these other holi-

days, there is no need for popularizing them—their popularity is our heritage from the past. So all we have to sell is candy, which should make the task an easy one.

Sweetest Day candy has disappeared by now. It's time to remind the candy-buying members of every family, in our very best Sweetest-Day Manner, that the next holiday on the list should not pass by without good healthful candies to sweeten it. Practice what has already been learned as often as opportunity permits and a couple of Sweetest Days hence the plodding student of 1930 will have attained such merchandising skill that those acquainted with his former self will hardly recognize him.

The Philadelphia Institute Policy

YOUTHFUL but vigorous, the Candy Institute of Philadelphia has adopted a policy in which candy manufacturers should take a natural and an active interest. That policy suggests a qualification to be enforced by the individual manufacturer in selling confectionery at wholesale prices.

In brief it says to manufacturers, "We urge you not to sell at wholesale prices to anyone claiming to be a jobber (1) unless he carries an average stock of \$2,500 and is able financially to do an annual volume of at least \$25,000 and (2) unless he solicits business from retailers and is prepared to make deliveries of merchandise at the retailers' store, if this service is desired."

73.2 per cent of the Institute's membership approves this policy. Only 5.3 per cent is opposed to it. The MANUFACTURING CONFECTIONER favors it as a tangible move toward a more prosperous and healthful state of affairs in this industry. Everyone knows that the privilege of buying at wholesale prices is being abused and that its abuse tends to drag down the industry's morale. Why not junk the present policy of "viewing with alarm" and get behind this new effort to cure an ancient evil?

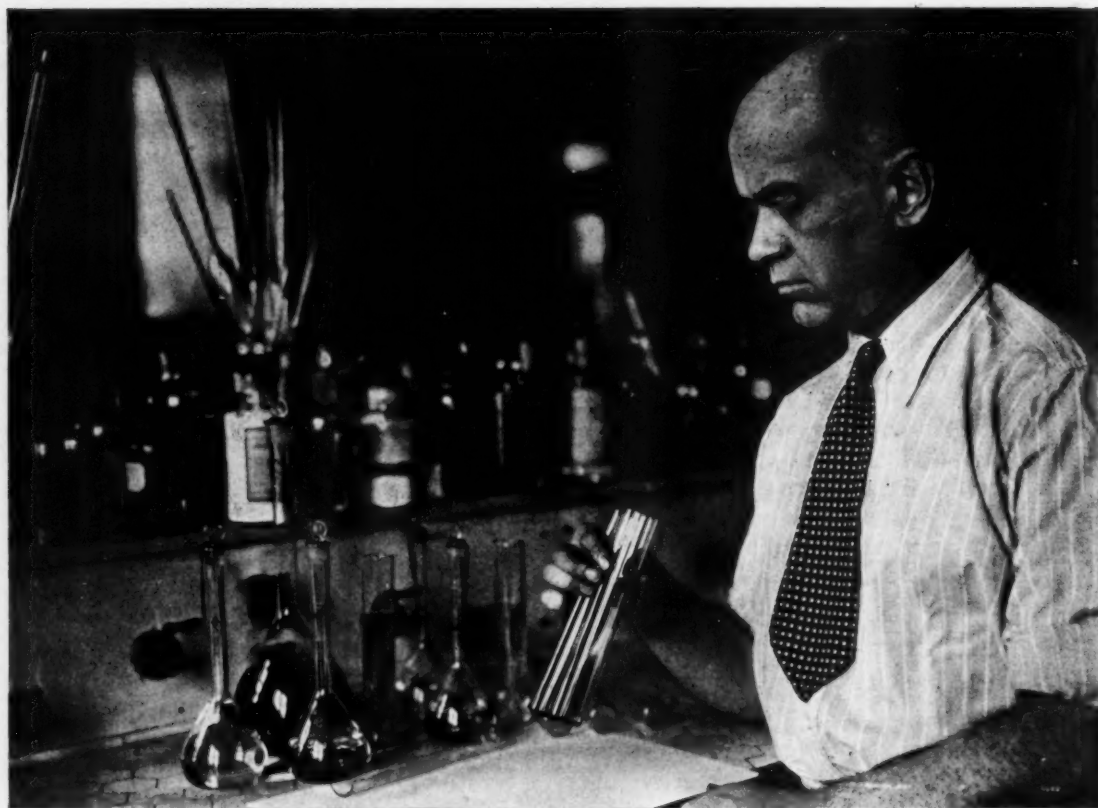
This Industry Must Expect to Fight

ATIN box of cookies is the occasion for this editorial. A tin box of cookies, Cellophane-wrapped and bearing the suggestion: "Serve Like Candy."

Not so long ago it would have been considered indelicate, if not positively unfair, for one industry or any individual member of it to mention another industry or commodity in a competitive spirit. That was before the era of the go-getter. Recent years have seen the realization that future competition would be among industries rather than among units within a single industry gain wide acceptance. To point out that lumber is competing with a horde of other building materials is to utter a commonplace. Many food industries feel that the automobile industry has grown at their expense. It is hard to stretch the consumer's dollar. The man who buys a golf-club membership will probably buy less furniture for his home. If the household budget can't stand the purchase of a new set of silverware and a new radio, one of the two necessarily loses out.

If all the facts could be martialled, it would probably be found that many sales increases today are the expense of decreases in other fields.

The confectionery industry must expect to fight for business. It must expect to fight harder than it has fought in the past. From "Serve Like Candy" to "Serve Instead of Candy" is a very short step. That the biscuit and cracker industry is closely allied with the candy industry in many instances has nothing to do with the case. In itself the "Serve Like Candy" incident is nothing to view with alarm. It is significant only as another evidence of a new competitive spirit that confectioners must watch and meet. Isn't it high time that this industry showed as much aggressiveness in creating sales as some of the producers of automobiles, mechanical refrigerators, radios and other commodities have shown?



Matching Colors With Nessler Tubes.

The Manipulation of Colors in the Candy Factory

By J. A. AMBLER and J. HAMILTON

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IN a recent article on "Colors for the Confectioner," which appeared in the August issue of the *MANUFACTURING CONFECTIONER*, I defined the colors of the primary permitted food dyes in terms of the reflection spectra of fondants colored with the straight dyes themselves. The range of colors thus produced is not sufficient for the production of attractive confections and it is therefore necessary to use mixtures of the primary colors to produce the proper tints and color tones. Every candy maker knows, for example, that if a purple

or violet color is desired, and if none is available, but red and blue are at hand, the purple color may be made by mixing red and blue together, and, further, that it is possible to get a large variety of purple tints by using different proportions of the two primary colors. In order to understand just how this comes about, let us take the reflection spectra of a red and a blue and re-examine them with a view to making a purple by mixing them. The spectra of Brilliant Blue FCF and of Ponceau SX will serve our purpose admirably, and are given in the accompanying chart.

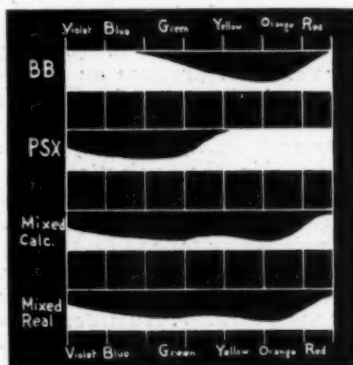
If we mix these two dyes together in equal proportions, we shall obtain a purple color, concerning the shade and tone of which it is possible, on the basis of the following reasoning, to obtain some idea, and also to arrive at an approximation of its reflection spectrum. The color will be of the violet or purple order, as red and blue make violet or purple. The blue primary used has a very powerful absorption of light in the yellow and orange red portions of the spectrum. Hence the mixture must show a strong absorption in the same regions. The red primary color has a powerful ab-

sorption in the yellow, green and blue regions; hence, the mixture must also show a strong absorption in these same regions, since each of the primary dyes acts independently of the other and where it shows an absorption area, there the mixture will of necessity show one. The result, as far as the spectrum is concerned, is the same as if the dyes were arranged in two distinct layers, one over the other. The red one will screen out its characteristic rays and pass on the rest of the light to the blue dye, which in its turn will screen out its own selection of the rays. This is, in effect, a double screening. From these facts, it is evident that the mixture is going to show powerful absorption and little reflection in the blue, the green, the yellow, the orange and the orange red portions of the spectrum. The light of these wave lengths will be so much absorbed that the color will be a dark one, or one of the grayish colors. Putting these facts together we shall expect a rather dark, purplish color. Actually it is a dull, unattractive color resembling somewhat that of the skin of a Concord grape, but lighter in shade.

Calculating Reflected Spectrum

The reflection spectrum is estimated by continuing to imagine the dyes in two distinct layers, one red and the other blue. Starting the violet end of the spectrum, the blue dye shows complete reflection in the violet and blue region, and will pass on all the light of these colors to the red dye, which will absorb the violet and blue rays in the same proportions here as in the spectrum of the red primary dye. In the mixture, therefore, the reflection curve in the violet and blue will be practically that of the pure red color. In the green and yellow ranges of the spectrum, however, both dyes absorb some of the light falling on them. The light falls first on the blue dye, let us suppose, and, at the line on the chart between the green and the yellow, is about one-third absorbed, so that only two-thirds of the original light is passed on to the red dye. At this same point in the spectrum the red dye absorbs about two-thirds of the light falling on it, reflecting only one-third. Therefore the total light reflected at this point will be one-third of the two-thirds reflected by the blue dye, or approximately two-ninths or 22 per cent of the total light. By similar cal-

culations the amount of light reflected at each wave length in the regions of absorption by both dyes may be approximated. In those regions where one dye shows complete reflection, the mixture will show only the absorption of the other. If both dyes reflect completely at any point, so will the mixture at that point. In the chart the calculated spectrum is shown ("Mixed Calc.") and for verification the actual reflection spectrum of the mixture of equal parts of Brilliant Blue FCF and Ponceau SX ("Mixed Real") is given below it.



By similar calculations the reflection curves of any mixture may be approximated if the spectra of the primary colors are taken at their respective concentrations. In the hands of experts the opposite is possible: that is, in most cases a mixture of dyes may be analyzed not only for their identity but also for an approximation of the relative proportions and concentrations. The full explanation of this method of analysis is beyond the scope of this article.

Unlimited Variety of Colors Obtainable

Considering the fact that we have four red colors and two blue colors, it may be seen that there is practically an unlimited number of purple or violet colors obtainable by mixing the different reds with the different blues in varying proportions. Similarly, while there is an orange color on the permitted list, it may be modified by mixing it either with one of the reds, or with one of the yellows, or numerous orange tints may be made by direct mixture of one of the reds with one of the yellows. For the production of the grape shades, which are a modified purple, good results may

be obtained by mixing one of the bluish red colors with one of the greens to produce a secondary color, or by making a mixture of red, blue and yellow in the proper proportions. (Mixtures of three primary colors are known as tertiary, and mixtures of four as quaternary colors.) Browns may be obtained from tertiary mixtures of red, blue and yellow in still other proportions. In tertiary mixtures, and also in quaternary ones, the different shades that may be produced are almost unlimited, since not only may different dyes be used, but they may be mixed in all possible proportions.

Some of the primary colors may be used directly without tinting or toning with others, as for example, the yellows and the orange, but others must be tinted with another to produce natural color tones. This is especially true of the greens. The primary greens are all too bluish to be attractive when used alone in confectionery and they must be toned up with one of the yellows to simulate the yellow greens of nature. The question of making secondary and tertiary mixtures in the candy factory, or by buying them already mixed from the color manufacturers, is largely an economic one and should be so considered in every case.

Comparing the Strength of Similar Colors

But whether the colors are mixed on the premises or are bought ready mixed, it is well to have a means of comparing the strengths of different batches or purchases of a given color. This may be easily done in a few moments with the aid of tall, flat bottomed cylinders made of colorless glass (or of glass of uniform tint) known as "Nessler tubes," or color comparison tubes. In order to compare the strength of two lots of the same color, equal quantities of each lot are dissolved in equal volumes of water. The solutions are then placed in the comparison tubes and viewed through the long axis of the tube against a white background. For example, one gram of each lot is dissolved in one liter of water. These solutions will probably be too strong to see through when placed in the tubes, so they must be further diluted. This is done by taking, let us say, ten cubic centimeters of each solution and diluting again to one liter, which gives

THE MANIPULATION OF COLOR

a solution of one part of the color in one hundred thousand parts of water. For some of the colors this may be too concentrated, and if that is the case, further dilution is carried out as just described.

The two tubes of diluted color solutions are held side by side against a white background and examined by looking down through the tubes. If the original colors were of the same strength, the two solutions in the tubes will exactly match each other. If the dyes were not of the same strength, the solutions will be of different depths of color, the lighter colored one corresponding to the weaker dye. The exact ratio of the two color strengths may be obtained by pouring measured portions of the more strongly colored solution out of its tube, a few cubic centimeters at a time, and comparing the colors again. This is repeated until sufficient solution has been removed from the tube showing the greater color to cause the portion remaining in the tube to exactly match the lighter solution when the full tube and the partly empty tube are compared by looking through them from top to bottom. The ratio of their strengths is then the depth of the solution of the weaker color divided by the depth of the portion of the solution of the stronger color remaining in the comparison tube. For example, if after proper dilution, it is found that the weaker solution has a depth of 100 millimeters and the stronger one matches it at a depth of 800 millimeters, then the stronger solution is $(100/80 =) 1\frac{1}{4}$ times as strong as the weaker, or contains 25 per cent more dye. Hence to produce shades which match only 80 parts of strong color should be used to each 100 parts of the weak color.

Used Also for Matching Tints

These same color comparison tubes may also be used to match tints of mixtures of dyes. If the mixtures are identical in composition, the tints of the solutions, diluted as before, will be the same. If the proportions of the primary dyes making up the mixture are not the same, the tints of the solutions in the tubes will be different. By repeating this with slightly different proportions of primary colors, it will eventually be possible to prepare tints which match. This method of matching and correcting tints is tedious and often very time-consuming

and many confectioners find it more economical to buy such colors already mixed according to specification than to attempt to mix them on the premises. But even if the mixtures are bought ready blended it is well to check up on the exactness of the shades of the various lots purchased and the method described is the quickest and easiest of manipulation for this purpose.

The primary colors as manufactured are dry powders containing at least 85 per cent pure dye. Such powerful colors are not conveniently used in the factory, since they are

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Varying mixtures of the primary colors will produce an almost unlimited range of tints and color tones. Thus, with the present certified food colors available, the confectioner, by proper manipulation can obtain practically any desired variation or tone.

In this third of his series, Mr. Ambler, ably assisted by his co-worker, Mr. Hamilton, continues this discussion of confectioners' colors.

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not readily incorporated evenly into most kinds of confections, but tend to cause specked and mottled products due to imperfect solution and uneven distribution of the color throughout the candy. To remedy this condition, the color is diluted or "cut" by blending it with colorless, inert materials which are known as "vehicles." These are generally more or less viscous liquids or stiff pastes.

Type of Candy Determines Nature of Vehicle

The vehicles are made of liquids, sirups, and solids and may be, and generally are, mixtures of two or more of these substances, the exact natures of which are dependent on the type of candy in which they are to be incorporated. Thus for pan goods medium sirups are appropriate rather than stiff pastes. For jelly candies a heavy sirup is best, since a thin one might cause undue dilution and a paste which contains solid particles might not be uniformly dissolved in the jelly and then would cause mottled effects and possibly too much and uneven turbidity. For gum drops viscous mixtures which contain no crystalline materials are

desirable. For creams, fondants and icings plastic mixtures of microscopic crystals approximating fondants in texture are most advantageous. A liquid vehicle would also be appropriate for all the types of candy already mentioned, if the color in the vehicle is not too dilute. Such a strongly colored liquid vehicle is often convenient, as the same color may then be used in making a large variety of goods. But for hard candy colored on the slab a paste containing very little or no water is essential, since in making the hard candy the water in which the sugar is first dissolved is largely eliminated by boiling, and the addition of much water with the color would tend to make the candy sticky.

The liquids commonly used in vehicles for the confectionery trade are water, alcohol, glycerin and corn sirup. The first two are used for the thinner types of vehicles and the glycerin and corn sirup for the pastes and viscous mixtures. The solids commonly used are sugar, milk sugar, and corn sugar, which, either alone or mixed together, are worked up with one or more of the liquids previously mentioned to form the sirups, pastes and plastic masses. Salt, which is a very common vehicle for colors in other trades, has very little use in the colors for confectioners since its solutions are not sufficiently viscous. Gums such as gum arabic or gum tragacanth may be used to increase the viscosity of the final vehicle. Natural sirups of sugar and of invert sugar are also extensively used.

Pastes and plastic vehicles may be made by grinding the solid components with the liquid ones until the mass is smooth and even. The liquid used for these may be water, alcohol or glycerin, or more often various mixtures of these, depending on the stiffness desired. Glycerin always increases the viscosity and alcohol lessens it. Plastic mixtures may also be made from mixtures similar to those used for thin fondants.

Leave It to the Color Manufacturer

The possible variations in composition of vehicles are many, and here again many candy manufacturers find it is more advantageous to buy the diluted colors ready for immediate use than to attempt to compound their own mixtures and vehicles. These complex color mixtures are

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The Finer Points of Candy Merchandizing

By DR. RUSSELL DOUBMAN
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THE main difficulty in discussing a problem such as the merchandising of candy with the Candy Institute group particularly, centers about the fact that we are dealing with individuals whose contact with the public is not the same.

The problems of getting candy from the manufacturer to the consumer means that the manufacturer has his problems, the wholesaler and distributor have their problems, and the retailer likewise has a separate and distinct problem. Each of these must be given study and each must be analyzed. The problem thus becomes three-fold in nature.

A frequent difficulty in any discussion is getting people to accept advice. How often, indeed, is the manufacturer faced with the problem of producing some advertising material which comes highly recommended and is known to be productive of good results. He sends it to the wholesaler and the wholesaler in turn gives it to the retailer. Some one along the line refuses to use it, simply because he thinks it lacks effectiveness, regardless of what research has proved. The first requirement, therefore, in any case, is to be open-minded with respect to your point of view and secondly, to exercise imagination and vision with respect to progress.

Begin With the Retailer

Merchandising, as such, begins whenever there is a duty to the consumer, and this means that the retailer who is contacting the consumer should be the real concern of his jobbers or manufacturers. Manufacturers or jobbers' salesmen visit retailers of various sorts in their daily work, and any ideas which they see in one store can be easily transferred to another if, in the sales-

[Dr. Doubman was one of the principal speakers at the "get-together" meeting of the Candy Institute of Philadelphia which was held on October 16th. Being an expert in the science of merchandising, Dr. Doubman's address was vitally interesting to those members of the industry who attended this meeting. His notes submitted below cover the highlights of his talk. It will be remembered that another member of the Wharton School faculty, Dr. A. H. Williams, contributed some very sound and constructive suggestions for the benefit of our industry at the National Confectioners' Association Convention at Chicago last June. Dr. Doubman brings us other ideas which, if considered only from the standpoint of what they have done for other highly organized and prosperous industries, are worthy of our serious consideration.—EDITOR.]

man's opinion, they are usable. Retailers who have progressed should be willing to accept such ideas and to put them to work.

Experimental work costs national concerns small fortunes and their only reason for the experimental work is to find out what the public actually wants. Gotham, Dennison, and Stetson have retail stores, and if these stores do not give information concerning the public desires

from the standpoint of research, they are not being employed to their fullest extent.

With regard to competitive relations, it is very hard for the average manufacturer to realize that he is competing for a share of the consumer's dollar. There are only two ways in which any individual can show his wealth. The first is by conspicuous leisure, and the other by conspicuous goods. In other words, a man shows his wealth by having a great deal of time on his hands, with which he can enjoy himself or loaf, while, on the other hand, he may show his economic prowess by having great quantities of goods.

We are interested, therefore, in consumption and in the methods which are being used to get people who have sufficient means to purchase our product in increasing amounts, and also to get people who have failed to purchase to start the practice.

Cooperate—If Only for Defense


Naturally, competitive relationships established over a period of years have made the matter of cooperation an absolute essential. With difficulties presenting themselves, such as the points of view which are negative in nature—that candy makes one fat, candy will give one diabetes or that it will cause decay of the teeth—all of which are erroneous, but any one individual is powerless to combat these ideas, and cooperation, if only for defensive purposes, is forced upon you.

It is at this point that I have a particular pertinent point of view, and that is—as long as the candy business continues to be on the defensive it will not grow to its fullest parental strength. Cease your defensive tactics and from now on launch an offensive drive. Some of

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Part II

 HE formation of what, in the language of colloid chemistry, are known as "gels" is an interesting feature in candy making, and is closely related to the ability to absorb moisture. Everyone is familiar with the jellification of pectin in making jelly. Pectin is a colloid of fruit juice which, by virtue of its ability to absorb moisture, is able to "set" to a jell-like consistency when the proper proportion of moisture is present. This proportion of moisture should be neither too great nor too small. If it is too great, the consistency is too fluid, whereas if the moisture content is too small a tough consistency results.

The moisture content of different gels of satisfactory consistency and texture varies, depending on the colloidal substance used to produce the gel. Thus, the moisture content of a satisfactory pectin gel may be somewhat different from that of a gelatin gel; even under the most satisfactory and optimum conditions as to moisture content, the tenderness of texture may vary depending upon the particular colloid used. This apparently is an inherent property of the colloidal substance. The moisture content required for optimum consistency also varies, depending on other circumstances such as degree of acidity, maximum temperature reached, etc. In the case of pectin particularly, the degree of acidity is quite important.

These variations naturally suggest the advisability of using mixtures of colloidal materials in order to take advantage of the desirable properties of each. Thus, pectin might be used in connection with agar or gelatin. While there are some limitations to the extent to which such mixtures may be used, this is, nevertheless, a promising field for investigation. It must be kept in mind, however, that the behavior of different combinations of colloids will depend very greatly on proper control of some of the principles already discussed, and without proper control of these factors, failure may be the result.

Jelly pieces and gum drops are among the most typical gels in candy making. It is said that gum drops were made originally with gum arabic as a protective colloid to prevent crystallization of sugar and thus

give the candy a smooth, agreeable consistency. Nowadays, starch is used generally instead of gum arabic, and except in a few instances, we have a starch gel instead of a gum arabic gel. The dextrins present in the glucose used also have a protective colloid action, retarding crystallization.

The attraction of colloidal substances for water to produce gels is tremendous. Pressures of many thousands of atmospheres must be applied in order to squeeze fluid out of a gel which is already fairly dry, and conversely, enormous pressures may be overcome when a very dry gel is allowed to "turgescence." "Turgescence" is the technical term applied to the swelling of colloidal substances due to the absorption of moisture. This property was utilized by the ancients. Rocks can be split asunder by driving wedges of dry wood into existing crevices and then causing the wood to swell by absorption of moisture. Unfortunately, water is removed more readily by evaporation than by pressure, and still more unfortunately, evaporation of only a small proportion of the moisture present is sufficient to impair seriously the tenderness of the jelly and cause candy of this type to acquire a tough consistency. As stated above, a possible opportunity for controlling the evaporation of moisture from gels is by the use of certain salts or other soluble crystalline material.

A colloid such as gelatin, for instance, if dissolved in water in the condition just prior to setting in the form of a jelly, is known as a "sol," but after jellifying, it is known as a "gel." It is a curious fact that when such a sol is cooled rapidly it may be kept fluid even at a temperature at which a gel would otherwise be produced. Under these conditions, the sol only sets to the gel on long standing. This shows the importance of the proper rate of cooling in producing candies of a jelly-like consistency.

The Wonders of Colloids And What They Mean

By a Member of the M. C.

Other Properties of Colloids Which Affect Jellies and Marshmallows

Another property of gels is known technically as "syneresis," commonly referred to as "bleeding." This is an exudation of liquid from the jelly, and is due to gradual shrinking of the jelly, largely as a result of dehydration or loss of moisture. This, of course, is very objectionable in candies of jelly-like consistency, but fortunately is subject to control based upon a knowledge of the principles involved.

There are many interesting and important illustrations of the dehydration and syneresis of foods. For instance, it is well known that the meat of young animals is more juicy and tender than that from older animals. This is because the latter consists of tissues which age has hardened by syneresis and dehydration. The colloids of young animals are apparently able to hold a greater proportion of moisture, thus improving their tender consistency. In fact, old age is, to a considerable extent, a process of dehydration and syneresis of the tissues. It is possible, however, by proper manipulation in cook, to cause these tissues to again imbibe water and swell up, thus making them more palatable. The Chinese sprout many grains before cooking them, thus causing the absorption of considerable proportions of water and consequent softening of the tissues.

The "shortening" and loss of elasticity in marshmallows is another instance of the gradual change of the colloidal properties of a product with age. Marshmallow is not a typical gel, but represents rather a structure obtained by emulsifying air through the use of a colloidal vehicle such as egg albumen or gelatin. In physical structure, it is somewhat similar to rubber, which is a typically colloidal substance. Rubber is essentially an emulsion stabilized by certain protective colloids. Both lose elasticity upon aging, and aging may be retarded in both cases

of Colloid Chemistry

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of the M. C. Technical Staff

by suitable precautions, both as to the manner of preparing the products and the conditions under which they are kept. In addition, marshmallows are subject to crystallization of sugar, although the rate of such crystallization is retarded, due to the protective action of the colloid (including also the dextrins of the corn sirup). The elasticity of rubber and the conditions which affect it have been the subject of much research by the rubber industry.

Other Colloidal Properties of Candy

Fondant presents another case of what may be termed an air emulsion, in that it contains innumerable, tiny air bubbles incorporated throughout its mass as a result of the beating to which it is subjected in creaming. This contributes to lightness of consistency and is a desirable property. Ordinarily, this air is not readily perceptible, but may be easily observed after the prolonged action of invertase on cream centers, when the liquifying action has proceeded to an extreme extent and the centers become of a sirupy consistency. The multitude of tiny air bubbles then collect together in one larger air bubble in the upper part of the center, just underneath the chocolate or other coating. Egg albumen frappe, such as is frequently added to fondant, is a typical air emulsion, and by virtue of this fact, increases the lightness of consistency and also lightens the color.

Emulsification is a characteristic property of colloids, and unless some colloidal substance is present, emulsions are not stable. The emulsion with which we are most familiar is the emulsion of oil in water. If oil and water are shaken together, the oil breaks up into a multitude of minute droplets which are dispersed throughout the water. However, upon standing, this emulsion soon "breaks" and the oil and water separate into two layers. If, on the other hand, a small proportion of a colloid such as gelatin, gum arabic,

etc., is added to the water, the emulsion will remain stable for a long period. This is illustrated in the case of mayonnaise, which is a highly emulsified mixture of oil, water, egg yolk, sugar and vinegar. Great difficulty has been experienced in the past in producing mayonnaise dressings of sufficient stability to justify commercial manufacture. However, as a result of colloid research on the part of mayonnaise dressing manufacturers, mayonnaise dressings are now produced which are of such stability as to withstand even freezing and thawing without serious separation.

Caramels are typical examples of emulsions of fat and water, differing, however, from the ordinary oil-in-water emulsion in that the fat or oil solidifies at ordinary temperature and the proportion of water present is so small that the caramel is of solid or semi-solid rather than liquid consistency. This emulsion does not show much tendency to separate except in hot weather and is stabilized to a great extent by the colloidal casein of the milk which is used. Caramels possess colloidal rather than crystalline characteristics, and their behavior and manipulation are distinctly subject to colloid principles, as will also be such future improvements as are made. In the case of grained caramels, the colloidal properties are modified somewhat by the crystallization of sugar.

Buttercreams are a typical example of an emulsion of a fat or oil in water, modified by the fact that in this case the "oil" is solid at ordinary temperature, and instead of water we have a sirup. In other words, the structure of this fondant consists of a multitude of microscopic sugar crystals distributed in a sirup which, in film-like form, envelops the individual sugar crystals or clumps of sugar crystals, butterfat being emulsified in this sirup. As a result of the beating and agitation during creaming, considerable air is emulsified in the sirup and is thus brought intimately into contact

with the butter, to a far greater extent, in fact, than if a wedge of butter is simply exposed to the air. Now, it is known that contact with air and moisture is an important factor in causing rancidity of fats; also, that in all probability this action is more pronounced when butter in finely divided condition is exposed to air in finely divided condition, thus giving more intimate contact. Probably this is one reason why butter creams tend to become rancid so rapidly. It seems possible that research on this subject might result in retarding rancidity materially.

Foaming is another important property of colloids, but in candy making it is a liability rather than an asset. One of the most familiar examples is the foaming encountered at times in cooking batches containing granulated sugar of unsatisfactory quality. This foaming is due to extremely small proportions of colloidal substances in the sugar. It is caused directly by a decrease in the surface tension of the sirup and it is a curious fact that the proportion of colloid required to produce this effect is extremely small. A mere thousandth of a per cent, for example, is sufficient.

Enough has probably been said to enable the confectioner to realize that from the standpoint of physical structure, consistency and texture, all candies represent an interplay between the two classes of materials—colloids and crystalloids. Among candy materials the former comprise, principally, cooked starches, gelatin, agar, gums, dextrins, and egg albumen. The latter, which are of a crystalline nature, comprise principally cane sugar, dextrose, or corn sugar, and the mixture of dextrose and levulose present in invert sugar or produced in the batch by the action of an inverting agent or "doctor." There is also included in this second class the relatively small proportion of salts, using this term in the broad chemical sense to include ordinary salt, cream of tartar, soda, or any similar substances which may be used.

Some candies are typically colloidal, others are typically crystalline, and the remainder represent all degrees of variation between typically colloidal and typically crystalline conditions. The most typically colloidal candies are drops, jellies, marshmallows, and ungrained caramels. Probably the most typically crystalline candy, devoid of all col-

(Continued on page 69)

GREER Certified

**SOMETHING
NEW**

**AND
NEEDED**

The Greer Certified belt for Chocolate has been anything like it.

The Need for a Better Belt

have long desired a better material for chocolate plaques — something which would give a better finish, which would bend easily and which would not crack nor tear.

Greer Now Supplies That

pany, after spending a great amount of money, perfected a belting which it can also give a satisfactory service.

ORDER YOUR NEW GREER CERTIFIED CANE BELT

Tunnel (or Cold Box) belts are expensive. You should use the best obtainable — your New Greer Certified Cane Belt.

Complete Line of Wire Belts

The Greer Company manufactures a complete line of REBEL belts for Chocolate Coaters and Enrobers—Standard, Automatic, ¼", ⅜", ½" and ¾" mesh in any width. We make special belts also; do not hesitate to ask for quotations. Prices are right. We will appreciate your business.



The Greer Cooling Tunnel

Sectional steel or cloth type. Equipped with or without refrigerating coils.

St
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ed CANDY BELT

Certified Candy Belt is an entirely new kind of chocolate cooling tunnels and plaques! There has never before been anything like it offered to the confectionery trade before.

Better Belt: Confectionery Manufacturers need a better material for tunnel belts and plaques which would have a smooth, glossy finish and shapely around a "knife-edge" and not tear easily.

Belts that Need: The J. W. Greer Company, after a great amount of time and money, has now absolutely guaranteed to give

YOUR NEW GREER CANDY BELT TODAY

Belts are expensive. Most obtainable—order your Certified Candy Belt Today!

Greer Belt: The J. W. Greer Company has a line of GREER BELTS for chocolate coating—Standard, Autoline, 1/8", many widths. We make many quotations. Write for quotations. We appreciate your business.

The GREER Standard Coater

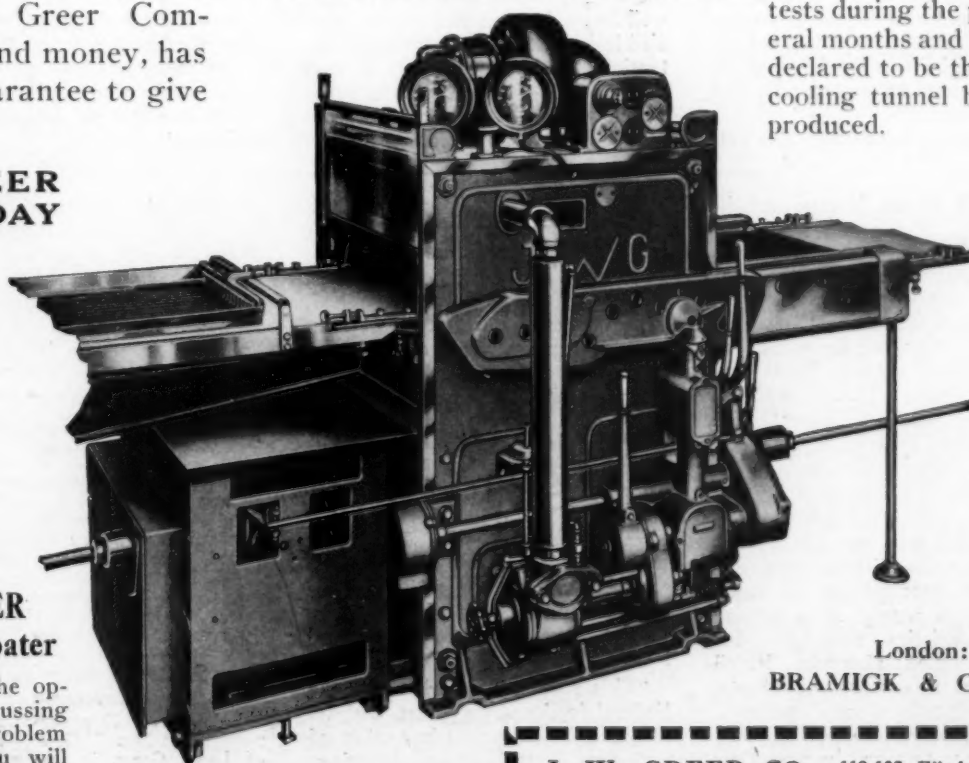
May we have the opportunity of discussing your coating problem with you? You will be under no obligation and it may mean increased profits for you.

Remember the Greer (tan enameled) Candy Belt?

About two years ago the J. W. Greer Company offered the Tan enameled belting, known as Greer Candy Belt, to the trade and it was welcomed by hundreds of concerns all over the world. Its wonderfully smooth, waterproof finish produced excellent glossy bottoms on chocolates and bon-bons.

After Months of Practical Factory Tests:

The new Greer Certified Candy Belt has been undergoing severe tests during the past several months and has been declared to be the BEST cooling tunnel belt ever produced.



London:
BRAMIGK & CO., LTD.

J. W. GREER CO. 119-137 Windsor Street,
CAMBRIDGE, MASS.

Send more information on your new Certified Candy Belt and quote prices on full line of equipment for chocolate coating department.

Name..... Address.....

The Finer Points of Candy Merchandising

(Continued from page 43)

our best athletic coaches claim that the best defense is a good offense. Is it not right that you have spent too much time defending your points of view instead of putting your critics on the defense and you yourselves making the most of the positive dynamic point of view? Take up the offense!

Wholesaler and Manufacturer Can Aid the Retailer

With respect to the various retail stores, it is not necessary for me to explain that good display, good store layout in accord with the quality and quantity of product sold, proper price, good service, and a store in keeping with the product which is being sold are absolute essentials. These must be checked in order to see whether they really do give a pleasant atmosphere. In the matter of advertising, it is obvious that a small amount of money can be expended by the retail store. Therefore, direct mail or small ads in publications which are reaching the locality wherein the store is located, are good possibilities. It is up to the wholesaler and the manufacturer who are vitally interested in the retail shop to help in making suggestions and even in the preparation of material.

Drug stores have used the cut-

outs effectively. It is a question whether this could be used in the average candy store. Nevertheless, it is well to remember that the West and European merchants have an entirely different point of view than that which we have.

Salesmanship an Important Factor

Salesmanship, too, comes in for a wide play. How often we are disappointed upon going into a store to find that no salesmanship is in evidence. If you will go into a chain store you will find the suggestion of allied products as a primary consideration. This is not true in the average candy store for the simple reason that the average candy retailer does not seem to appreciate to the fullest extent the value of good sales psychology.

Store exteriors come in for their share of analysis. Many stores have paid very little attention to the windows. Some are not even clean. Is there a well defined policy with respect to diversity of display or the quantity of goods put into a window? Is there any attempt to be up-to-date or timely with respect to the display? Football material may well be used at this time of the year. Fall leaves and fall colors attract attention. Color is certainly a vital factor. Then, too, one finds many stores with dull paint, posts or steps placed most inconveniently for ac-

cess to the store. We must remember that in all cases it is absolutely essential that we attract people to our windows or to our advertisements. We must create an interest and arouse a desire on the part of people for candy, and then to devise some method wherein they will know what action is expected of them. This four-fold division is absolute in the sale of goods.

Accumulative Value of Consistent Advertising

There is an accumulative value to advertising, and this accumulative value means that we must use advertising with a fair degree of consistency. Whether sampling should be used because it is a direct appeal to the sense of taste—the primary sense of appeal in this product—is not for me to judge, but is really a matter of research.

I believe that your Institute should be just as much concerned with the problems of consumption and the matter of consumer acceptance and consumer analysis as you are in production problems or abuses in the industry, and I recognize that these are by no means few and far between. But it is time for this industry cooperatively to start a real campaign and get on the offense. Make those mistakes of the future be mistakes of commission and not chargeable to us as mistakes of omission!

Imported Nuts Improved in Quality by Food Law

Regulatory work under the food and drugs act administered by the United States Department of Agriculture has improved the quality of both shelled and unshelled nuts during recent years. That is the conviction of W. R. M. Wharton, Chief of the Eastern District of the Food and Drug Administration, and he cites figures from the project year ending last February to prove it.

During that year, says Mr. Wharton, the eastern district examined about 600 importations of nuts, amounting to nearly 21½ million pounds. Varieties examined for quality included almonds, Brazil nuts, cashew nuts, chestnuts, filberts, peanuts, pistachios, and walnuts. Seventy-four lots, totaling 2,123,301 pounds, were detained because they violated the pure food laws, being excessively wormy, moldy, rancid, decomposed, shriveled, or empty.

The eastern district also made a survey of nuts in storage in order to determine their quality prior to sale during the holiday season. About 1,200 lots were examined. This inspection resulted in 21 seizures of various kinds of nuts and the removal from the market of large quantities which were unfit for sale.

The major quantity of nuts imported into the United States is unloaded and examined at the port of New York, headquarters of the eastern district of the Food and Drug Administration. Other ports receiving important quantities of imported nuts include Philadelphia, Boston, San Francisco, Seattle, and New Orleans.

"This regulatory work under the Federal food and drugs act, with its resulting improvement in quality of nuts finally reaching the American public," says W. G. Campbell, director of regulatory work of the United States Department of Agriculture,

"has served to protect the consumer. It has also increased public confidence in nuts as a food and thus tends toward increased consumption. People buy more of a product when they are assured of its soundness and wholesomeness."

—Dept. of Commerce Report.

Read Machinery Company Elects Officers

The following officers were elected at a Board of Directors meeting of the Read Machinery Company, Inc., held recently in York, Pa.: Chairman of the Board, Mr. C. Triller; President, Mr. E. H. Ford; Executive Vice President, Mr. G. W. Lichtenberger; Vice Presidents, Mr. J. Needham, Mr. J. S. Pendergast.

Don S. Greer Joins J. W. Greer Company

J. W. Greer Company is glad to announce that Don S. Greer, youngest son of J. W. Greer, is now a full-fledged member of their engineering department. He is already quite familiar with the company's business as he has worked there every summer for several years.



The most effective production man is apt to be the one who understands, among other things, trends in consumer demands. In this respect he can acquire much helpful information by analyzing new confections as they appear on the market, and too, by studying the reaction of friends who are not in the candy business.

New Problems for Superintendents and Foremen

First of a Series of Articles on Factory Management

By RALPH G. WELLS

Boston University, School of Business Administration



A LONG with the growth and development of the candy industry there has come a change in the duties and responsibilities of factory superintendents and foremen.

These require a broader outlook and somewhat of a change in viewpoint. Production men who have grown up with the business and have themselves kept pace with these developments may not realize the change unless they compare their present associates with men who held similar positions twenty-five or thirty years ago.

Just as the aeroplane and automobile require operators of greater skill and intelligence than the old horse and buggy, so present-day candy manufacturing demands superintendents, foremen and supervisors of greater capacity. Formerly the responsibilities of production

men were confined primarily to the operation of the physical plant and the supervision of employees. Today, however, there is a marked tendency to expect men in production work to be business men as well as technicians.

Get the Management Viewpoint

Not only must they be able to direct manufacturing operations and supervise help, but they are expected to look ahead in planning and scheduling their work, to understand their costs, to be able to keep expenses down, and to have a sufficient understanding of the general problems of business to cooperate intelligently in whatever plans may be devised. The value of any production man is greatly enhanced today if (in addition to manufacturing ability) he shows good business judgment and a capacity for managing his department as efficiently as if it were his own private business. Of course, in doing this, he

must cooperate fully with the management and with the other divisions of the business.

There is a marked tendency in all lines of business today towards decentralization both of authority and of responsibility. This tendency is accompanied by a closer coordination of the activities of the individual units of the business through master planning, merchandising control and financial budgets. The complexity and intense pressure of modern business, together with the extension of its ramifications, necessitate entirely new methods of executive procedure, particularly among men holding the higher positions.

Because of the many demands on the time of the managing executive of any thriving concern, it is impossible for him to give continuous personal attention to all the details of his business. For him to attempt to make every decision regarding all the important phases of his business would slow down the speed of the

PROBLEMS FOR SUPERINTENDENTS

entire organization. It would not be able to keep pace under present competitive conditions with more progressive concerns officered by executives who appreciate that in the aggregate far better results can be secured by selecting competent department heads and by training them to handle wisely the problems arising in the conduct of their departments.

A Day of Broad Gauge Department Heads

This decentralization of authority requires a broader gauged type of production man than was necessary under the old regime when the chief executive himself attempted to solve all problems, to make all decisions and to keep a tight rein on the activities of every department.

An analysis of the executive procedure of organizations that are forging ahead in the leadership of the candy industry indicates that the chief executives are placing more and more responsibility on the shoulders of subordinates. General plans and programs, indicating exactly what results are expected in each department, are supplied. The heads of the different departments are thus given more responsibility in managing the detailed problems of their departments so long as they secure fully the desired results on time and at a minimum cost. Evidently the old-type executive who attempted to run everything himself and expected people to do only the things they were instructed to do is fast passing into the discard, with other relics of a by-gone age.

This change in the attitude towards department heads and supervisors is the reason for so many new faces being found in important executive and supervisory positions. Only those who are young enough to adapt themselves to modern conditions and modern requirements are being retained.

When Men Outgrow Their Usefulness

We are hearing much in recent years of the lack of opportunity for the old man in business. Many who lack understanding of the real situation think that old men are being thrown out of employment and their places given to younger men. This is hardly a fair statement of the case. Men are not being displaced merely because of their advanced years, but primarily because they

are unwilling or unable to learn new methods.

Unfortunately, many men as they advance in years lose their mental flexibility and adaptability, become narrow-minded, prejudiced and set in their ways. They cannot lift themselves out of mental ruts. Their actions and decisions are based on habit rather than on progressive thought. Such men also lose their optimism and their eagerness to try out new methods.



Men of this type, regardless of their age, whether young or old, prevent the progress of any organization. They must be eliminated just as rust or any other form of deterioration must be removed from the working part of a machine. The unbiased investigator will find on every hand plenty of men of advanced years holding important positions because they are still young in mind and in spirit. Some of them are more progressive and therefore more valuable than younger men, because they have learned through years of ripened experience that both life and business are matters of constant progress and continual adjustment to changed conditions.

The problem, then, of the candy foreman or superintendent who wishes to hold his place in the front ranks of this forward-moving procession is to grow and to develop as the business grows and develops. He must learn to keep himself young both in mind and in spirit, to increase his knowledge of his industry and of business as a whole. This will increase his capacity for greater responsibility and for sound busi-

ness judgment. Men of this type forge ahead and move up into the higher positions, while others, through inertia or neglect find themselves among the great army of men who never seem to get ahead.

Regular exercise and careful attention to health keeps the body young. Similarly, we must keep our minds young through constant use and development. By delving into new subjects, new topics and new problems, we may be able to keep

One trend evidenced in business today is the closer "tie-in" between sales and production. Customer demand largely determines the program of the production department. At the

our mental powers pliable enough to tackle readily any new phase of our business. Every man should be preparing himself to solve more difficult problems as his responsibilities increase.

Apply Principles of Production Engineering to Self-development

It is characteristic that the type of production man successful under modern conditions applies to his personal problem of self-development the same analytical engineering methods as those that have proved so successful in the solution of manufacturing problems. He analyzes his work down to the last detail and then endeavors to perfect himself and his methods as an aid in securing best results. Constant study and improvement is the price all must pay for successful achievement.

It is day to day performance that counts. Men are judged more by the way in which they handle their

ordinary every-day tasks than by ability displayed on special occasions. Any man will rise to special effort and show marked ability under stress of unusual circumstances. Worth-while men have the force of character to maintain a high level of performance at all times, regardless of the tedium and monotony of their jobs. Too many ne'er-do-wells stand around and wait for the lightning to strike, doing nothing either to improve themselves or to merit

select for each task the person who shows not only the greatest aptitude for that task but the one who has proved by past performance that he is willing to cooperate and can be depended upon to secure the desired results.

Naturally, every executive makes mistakes of judgment in the selection of employees, but in the majority of instances employees are given recognition and promotion not because of favoritism but because the

Advertising and sales effort can be effective only if the product and the price at which it must be sold are satisfactory to both the dealer and the consumer. The attractiveness of the eating quality of the candy, as well as the cost of manufacturing it, are primarily problems and responsibilities of the production department. Each man in the production department must contribute his part to the solution of these problems. He is better equipped to do this if he understands business conditions and trade tendencies.

While the sales department originates business, establishes and maintains contact with the consumer, sales volume comes primarily from repeat business. This latter is based on *customer and dealer satisfaction*.

Here are some of the factors which influence this satisfaction for which the responsibility is shared by the production department:

- (a) Sales appeal of package. Its attractive style and design; its convenience or size; its appeal to the taste and appetite of the consumer as judged by the style of packing when opened.
- (b) Sales appeal of the appearance of the candy itself. Its shape; its design; its finish.
- (c) Sales appeal of the eating-quality of the candy. Texture; flavor; after-taste; appetizing qualities; its aptness to "taste like more."
- (d) Sales appeal of price. Unit price cost as compared with similar grade. Consumer satisfaction as compared with expenditures.

The Dealer's Viewpoint

From the standpoint of the dealer, many other factors are important. He is interested primarily in the merchandising value of the commodity; viz.:

- (a) How much net profit will this variety yield?
- (b) How easily and rapidly will it sell? What will be its rate of turnover?
- (c) How much sales volume can I secure from it?
- (d) How good a display does it make?
- (e) How easy is it to handle, to deliver to customer, to store?
- (f) Is it conveniently and properly packed? Will it arrive in good condition?
- (g) How large a quantity must I buy and carry on hand?
- (h) How easily and quickly can I get a fresh supply?
- (i) How well will it keep? Does it have to be given special care to prevent waste or deterioration?
- (j) Can it be kept on counter where customer can help himself or is a sales person needed to serve it?

In this connection production men can pick up much helpful informa-



same time merchandising programs are being adjusted when possible to secure the greatest use of plant facilities and capacities.

recognition for effective performance, drifting from one day's work to another without improvement, "getting by" because they make no serious mistakes, instead of succeeding because of any constructive effort. These are the men who cry favoritism when someone else receives recognition.

Why Executives Select "Favorites"

Let us pause for a moment in our discussion to prick this bubble of favoritism. Every executive has favorites among his subordinates, just as every man has his favorite pipe or pen or pencil. The reason for this favoritism is not sentiment but the fact that the particular employee shows a greater degree of cooperation than others, is more dependable and always carries out both the letter and the spirit of the executive's instructions.

It is axiomatic that in the development of an effective working organization the chief executive must

executive believes that the employee selected will fit into the particular position most effectively.

Closer Coordination Between Sales and Production Departments

There is another trend in business today which is having a far reaching effect on production men and their work. This is the closer "tie in" between sales and production. *Production programs are being coordinated more nearly to sales and customer demand.*

Every phase of the work of the production department is being judged primarily from its effect on sales. At the same time merchandising programs are being adjusted when possible to secure the greatest use of plant facilities and capacities.

This means that the most effective production man is apt to be one who understands trends in customer demand, the sales problems of his firm, the dealer's attitude and competitor's activities. He must learn to think in terms of sales in order that his suggestions, his decisions and all of his work will harmonize with the sales efforts of his firm.

tion by analyzing new kinds of candies made by other firms as these appear on the market. Test these new varieties and compare them with your own product. Secure the reaction of any of your friends who are not in the candy business.

In making these purchases find out from your dealer what kinds of candies sell the best and what kinds he prefers to handle. Any information of this nature which you pick up will prove helpful in giving you the dealer's slant on candy merchandising and the consumer's point of view. Be careful in securing this information that nothing is said or done which may prejudice your firm or lead them to think that you are doing this for any other reason than purely for your own personal information. It is necessary at all times to avoid any appearance of crossing wires with the sales department or any other division of the business.

Sooner or later by this method of purchase and analysis, and by this recognition of the necessity of an honest merchandising policy, you will find that the additional information acquired will enable you to improve your product and to develop originality in new pieces that will deserve recognition and increase sales. Above all, you will recognize the important fact that better production spells bigger and more constant sales-volume.

Juggling Quality—Flirting With Failure

Too many chief executives and production men think of the consumer as more or less of a "dub" who does not know what he is buying and is more influenced by appearance than by the actual taste and flavor. They seem to think that if they can build up in the consumer's mind an impression that certain brands are good candy he will continue to buy, regardless of the actual quality. This mistake has been the undoing of many candy manufacturers.

While appearance, advertising, sales effort and reputation, and other factors play an important part in making sales, and while the consumer is long-suffering and "there may be a new one born every minute," nevertheless, the consumer is growing more discriminating every day. Instances may be cited where unscrupulous candy manufacturers, after securing control of well-known brands, have been tempted to reap

a harvest by cheapening the product. They assumed that the consumer would go on indefinitely paying good money for inferior candy put out under an old established, highly popular trade name. For a short time these men succeed in "getting away with it," but with surprising rapidity old customers are driven away while new ones soon discover that the product is not up to their expectation.

There will always be production men who think that they have no voice either in determining quality or in setting manufacturing costs. They think their job is merely the following of instructions. To measure up to present-day requirements, production men must think of their work not as a series of routine tasks to be performed blindly in accordance with set instructions but rather as a series of responsibilities and obligations to be fulfilled in accordance with certain general rules and policies.

Every production man regardless of his position, whether as superintendent, foreman or supervisor, has a definite responsibility as to the quality, the appearance and the attractiveness of the product produced in his department, the cost of manufacturing this product, and the promptness with which the work is performed and the production schedule maintained. While he is expected to carry out explicitly both the letter and spirit of his instructions and orders, his real value consists in something more than merely executing orders and instructions—a willingness and an ability to assume full responsibility, to maintain quality and to keep costs down to the lowest reasonable point. Upon his success in doing this depends not only the effectiveness of his own department but the degree to which the firm can compete in the open market and secure an adequate volume of sales.

The foregoing is but another reason why a newer type of production man is in demand today and why men who are engaged in work of this nature find it worth while by

analyzing their job to increase their own effectiveness.

Automatic Equipment No Substitute for Brains

There is a danger in the present emphasis on methods and systems that we may assume these to be of importance equal to personal ability. In this day and age of automatic machinery and high degree of mechanical development there may be a tendency to think that effectiveness comes primarily from the use of specific systems and methods. This is a frequent cause of failure of many so-called efficiency methods. Some enthusiast thinks that he can devise fool-proof systems which will take the place of personal ability.

It is vital to realize that systems and methods are but tools devised to aid executives in their work. They multiply the effectiveness of the man of ability, provide him with many short cuts, safeguards, and facilitate the making of many decisions with a greater degree of accuracy than was possible before. Many of these systems substitute real knowledge, facts and accurate conclusions for the old "rule of thumb" hit-or-miss methods.

So far, however, no one has yet developed a substitute for brains, for energy, for commonsense and good business judgment, for that competent, forceful and aggressive leadership so essential to the success of any undertaking. The increased complexity of our business and our methods require, as has been indicated in the early part of this article, a higher degree of intelligence and personal ability than ever before.

Cultivate Capacity for Self Analysis

Unfortunately, few people have the capacity of accurate self-analysis. Either they are too critical and tend to become discouraged or they are too self-confident to appreciate their own shortcomings. Relatively few have the courage to face facts as they are and realize how much of our handicap lies within ourselves. We are prone to attribute lack of progress to many causes outside of ourselves, when, as a matter of fact, it is our own failure to make full use of our abilities or our opportunities.

So much has been written on the problem of personal efficiency that one approaches the subject with con-



siderable reluctance. A mere enumeration of qualifications deemed desirable for successful achievement leads one into an endless circle of more or less involved and conflicting characteristics. The list soon outgrows the bounds of reasonable judgment, until the practical man is forced to say that no existing man is the possessor of all of these qualifications. Nevertheless, it is worth while setting down some of the more important factors influencing our ability to perform effectively our daily tasks.

Do the Nastiest Job First

It is probable that there are more failures through lack of self discipline and strength of character than through lack of knowledge or ability. The majority of people start out with about equal ability and equal opportunity. Their achievements later on are more often the result of the use that they have made of their own abilities and their own opportunities.

Effectiveness is really primarily a matter of strength of character, of the ability to force ourselves to do thoroughly every day the things that we know should be done. It is significant that many men of marked achievement have had as a *fundamental rule of their lives the practice of forcing themselves to do immediately without hesitation whatever tasks they were the most reluctant to perform.* Through sheer force of will they have trained themselves to tackle first the most disagreeable portion of their daily tasks and never to allow themselves to hesitate or be balked at any point because of their own reluctance.

In this connection it is important to realize that the majority of us are influenced in our decisions by our emotions rather than by our reasons. We use our intellect and reasoning power more frequently to aid us in doing the things we wish to do or for avoiding those things which are unpleasant.

There are many characteristics within ourselves which stand as obstacles to greater effectiveness. These include fear, doubt, indecision, procrastination and plain in-

dolence. Conceit and self-satisfaction are equally destructive. The problem each man must face is whether he is willing to so organize himself that he will be able to control his emotions and shortcomings effectively enough to allow his abilities to be developed to the highest degree and not thwarted by indifference, indolence or lack of self discipline. Can you boss yourself?

Progressiveness and Open-Mindedness at a Premium Today

Without question the characteristic that is most essential in production men of today is progressiveness and open-mindedness. Ability to grow, to develop, to improve and to keep abreast of modern improvements depends upon our attitude of mind, our willingness to learn and to accept new ideas. There is no place in this day of progress for the old fogey, narrow-minded individual who still lives in the past and is governed more by habit and precedent than by reason. There must be an optimism and a constant eagerness to find better methods and opportunities for himself. Successful production men cannot allow themselves to get into ruts lest they fail to embrace promptly new methods and make the greatest use of new opportunities as they arise. It is this point of view which enables men to break away from hide-bound tradition and precedent, blazing new trails to better methods. They must appreciate that existing practices may be wrong. As a rule, the longer a method has been in use the greater the likelihood that there is a better way of performing the task.

Read that delightful little poem, "The Calf Path," written by Sam Walter Foss, which accompanies this article. It emphasizes clearly the way in which human traditions grow up and are followed more or less blindly by others.

EDITOR'S NOTE: The foregoing discussion of the duties and responsibilities of production executives will be continued next month in an article entitled "Duties and Responsibilities of Production Men — Suggestions for Increasing Personal Effectiveness."

The Calf Path

By Sam Walter Foss

One day through the primeval wood
A calf walked home, as good calves should;

But made a trail all bent askew,
A crooked path, as all calves do.
Since then, two hundred years have fled,
And, I infer, the calf is dead.
But still he left behind his trail,
And thereby hangs my mortal tale.
The trail was taken up next day,
By a lone dog that passed that way;
And then a wise bell-wether sheep
Pursued the trail o'er vale and steep,
And drew the flock behind him, too,
As good bell-wethers always do.
And from that day o'er hill and glade,
Through those old woods a path was made.

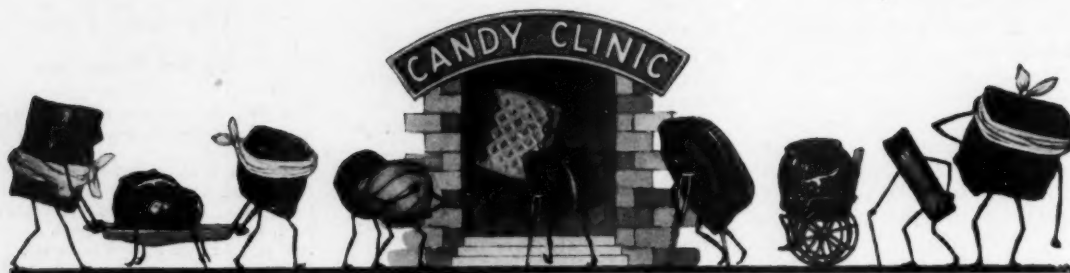
And many men wound in and out,
And dodged and turned and bent about,
And uttered words of righteous wrath
Because 'twas such a crooked path;
But still they followed—do not laugh—
The first migrations of that calf,
And through this winding woodway
stalked,

Because he wobbled when he walked,
This forest path became a lane
That bent and turned and turned again.
This crooked lane became a road,
Where many a poor horse with his load,
Toiled on beneath the burning sun,
And travelled some three miles in one;
And thus a century and a half
They trod the footsteps of that calf.
The years passed on in swift feet,
The road became a village street,
And this, before men were aware
A city's crowded thoroughfare.
And soon the central street was this
Of a renowned metropolis,
And men two centuries and a half
Trod in the footsteps of that calf,
Each day a hundred thousand stout
Followed this zig-zag calf about;
And o'er his crooked journey went
The traffic of a continent.

A hundred thousand men were led
By one calf near three centuries dead;
For thus such reverence is lent
To well established precedent.
A moral lesson this might teach
Were I ordained and called to preach.
For men are prone to go it blind
Along the calf paths of the mind;
And work away from sun to sun
To do what other men have done.
They follow in the beaten track,
And in and out and forth and back,
And still their devious course pursue;
To keep the path that others do;
And how those wise old wood gods laugh
Who saw that first primeval calf!
Ah! Many things this tale might teach
But I am not ordained to preach.

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The Candy Clinic is conducted by one of the most experienced superintendents in the candy industry. Each month he picks up at random a number of samples of representative candies. This month it is Panned Goods; next month it will be a Clinic Review. Each sample represents a bona-fide purchase in the retail market, so that any one of these samples may be yours.

This series of frank criticisms on well-known, branded candies, together with the practical "prescriptions" of our clinical expert, are exclusive features of the M. C.

Panned Goods

Code 11A 30

Candy Pebbles—1¼ Ozs.—5c

(Purchased at a subway stand in Philadelphia, Pa.)

Appearance of Package: Good. White transparent cellulose bag; seal used to close bag.

Colors: Good.

Raisins: Good.

Panning: Very well done.

Remarks: These Pebbles are one of the best panned Pebbles I have ever examined. The panning and finish are exceptionally good.

Code 11B 30

Jelly Beans

(Purchased in bulk from manufacturer) (These are a large size jelly bean)

Flavors: Good.

Colors: Good. Red and green.

Panning: Good.

Center: Good.

Finish: Polished.

Remarks: Suggest these beans be packed in a 5c container.

Code 11C 30

Sugar Coated Lozenges—6 Ozs.—10c

(Purchased in a drug store in Philadelphia, Pa.)

Appearance of Package: Good. White transparent cellulose bag, tied with red ribbonzine.

Colors: Too deep.

Flavor: Good.

Panning: Good.

Finish: Polished.

Assortment: Good.

Remarks: The colors need considerable toning down.

Code 11D 30

Jordon Almonds—1¾ Ozs.—10c

(Purchased in a drug store in Philadelphia, Pa.)

Appearance of Package: Good.

Box: Folding with transparent cellulose window. Printed in blue.

Jordon Almonds:

Colors: Good, excepting green, which was a little too deep.

Flavors: Good.

Panning: Good, about two to one.

Finish: Dull

Assortment: Good.

Remarks: These almonds were some of the best examined this year by the Clinic.

Code 11E 30

Panned Chocolate Raisins—\$1.00 Per Lb.

(Purchased in manufacturer's retail store in Chicago, Ill.)

(Panned chocolate raisins)

Coating: Milk; fair.

Raisins: Good; soft and of good taste.

Remarks: Suggest more coating be used—raisins would eat better. Much of the coating had cracked and come off. At the price of \$1.00 per pound these raisins are not up to standard.

Code 11F 30

Panned Chocolate Raisins—1¾ Ozs.—5c

(Purchased in a retail drug store in Philadelphia, Pa.)

Appearance of Package: Good.

Box: Folding, silver colored, printed in lavender.

Milk Panned Raisins:

Chocolate Coating: Fair.

Raisins: Good.

Panning: Good.

Finish: Good.

Remarks: This is a good looking package of panned raisins at the price.

Code 11G 30

Jordon Almonds—39c Per Lb.

(Purchased in manufacturer's retail store in Chicago, Ill.)

Colors: Entirely too deep, some faded.

Flavors: Hardly any.

Panning: Fair, sugar about 5 to 1.

Assortment: Good.

Finish: Polished.

Remarks: These almonds looked more like eggs than almonds. Also were exceptionally hard.

Code 11H 30

Sugared Peanuts—3 Ozs.—10c

(Purchased in a retail drug store in Chicago, Ill.)

Appearance of Package: Good.

Box: Folding. Yellow, printed in brown and white.

(This contained sugared peanuts)

Coating: A little too thick on about 50 per cent of peanuts, balance good.

Color: Faded looking.

Peanuts: Not roasted enough.

Remarks: This is a large looking 10c seller. Suggest sugar be colored a trifle deeper and less coating be used on most of the peanuts. Also suggest peanuts have a better roast, as they did not eat well.



Code 11I 30
Chocolate Panned Raisins—3½
Ozs.—10c

(Purchased in a manufacturer's retail drug store in Chicago, Ill.)

Appearance of Package: Good. White transparent cellulose bag used; seal inside.

Coating: Milk; fair.

Raisins: Good; soft and of good flavor.

Panning: Good.

Finish: Polished.

Remarks: This makes a good size 10c seller for goods of this type.

Code 11J 30
Panned Chocolate Coated Peanuts—2½ Ozs.—10c

(Purchased in a retail store in Chicago, Ill.)

Appearance of Package: Good. White transparent cellulose bag used, with gold and black seals on ends. Neat and well put up.

Coating: Milk; good.

Peanuts: Good.

Panning: Good.

Remarks: These peanuts are one of the best examined by the Clinic.

Code 11K 30
Jordon Almonds—(No Weight)—10c

(Purchased in a restaurant in Chicago, Ill.)

Appearance of Package: Not up to standard. No name or weight seal on package. White transparent cellulose bag used.

Almonds:

Colors: Good.

Flavors: Good.

Assortment: Good.

Panning: Good.

Finish: Dull.

Remarks: This package needs checking up. A seal of some kind with

name, weight, etc., on it should be used. Much trouble can be avoided if this be done.

Code 11L 30
Chocolate Panned Almonds—1½
Ozs.—10c

(Purchased in manufacturer's retail drug store in Chicago, Ill.)

Appearance of Package: Fair. Too small for a 10c seller. White transparent cellulose bag used; white seal inside.

Chocolate Coating: Good.

Almonds: Good; well roasted and of good size.

Panning: Very good.

Finish: Polished; well done.

Remarks: These almonds are well made and of good quality. Package is a trifle small for a 10c seller, however.

Code 11M 30
Chocolate Panned Raisins—2¾
Ozs.—10c

(Purchased at a cigar stand in Chicago, Ill.)

Appearance of Package: Good. White transparent cellulose bag used; tied with red ribbonzine.

(Small raisins panned with chocolate)

Panning: Good.

Finish: Polished.

Raisins: Contained too much sugar.

Remarks: Suggest larger raisins be used.

Code 11N 30
Panned Sugar Mints—4 Ozs.—10c
(Purchased at a cigar stand in Chicago, Ill.)

Appearance of Package: Good. White transparent cellulose bag used; tied with red ribbonzine.

Colors: Good.

Flavors: Peppermint and wintergreen; good.

Panning: Good.

Finish: Polished.

Remarks: This is a good eating sugar mint.

Code 11O 30
Jordon Almonds—1 Lb.—49c

(Purchased in a chain drug store in Boston, Mass.)

Appearance of Package: Good.

Box: Flat; full telescope.

Almonds:

Colors: Too deep.

Flavors: Fair.

Assortment: Good.

Coating: About six to one.

Finish: Polished.

Panning: Very crude; full of spots and holes.

Remarks: At the price of 49c per pound we can not complain. The panning of these Jordon almonds requires checking up as they made a poor appearance.

Code 11P 30
Coffee Crisp—2½ Ozs.—10c

(Purchased in a hotel lobby in San Francisco, Cal.)

Appearance of Package: Good. Transparent cellulose bag with red seal, printed in white, inside of bag.

(This package contained hard candy flavored coffee, in the shape of a large almond.)

(Panned in chocolate coating—panning well done.)

Remarks: This is a somewhat unusual piece of candy and eats well.

Code 11Q 30
Pan Confections—8 Ozs.—10c

(Purchased at mail order store in Hayward, Calif.)

Appearance of Package: Good. A large glassine bag used. Printed in red and blue.

(This piece is made up of panned pignolia nuts.)

THE CANDY CLINIC

Colors: A trifle too deep.

Flavors: Fair.

Assortment: Good.

Panning: Good.

Finish: Dull.

Remarks: Suggest the nuts be roasted as this piece did not eat well—the nuts were almost raw.

Code 11R 30

Licorice Assortment—1½ Ozs.—10c

(Purchased in manufacturer's retail store in San Francisco, Cal.)

(This package is neat and quite attractive.)

Package contained:

Licorice Tablets: Good.

Licorice Spiced Opera Drops: Good.

Licorice Strings: Good.

Licorice Pastelles: Good.

Panned Licorice Strings: Good.

Soft Licorice String: Panned white.

Remarks: This is a novel package. All the above pieces were wrapped in white transparent cellulose tied with black and white ribbonzine and with gold seal.

Code 11S 30

Jelly Beans—39c Per Lb.

(Purchased in a retail candy store in Minneapolis, Minn.)

(Sold in bulk.)

(This piece is a large jelly bean.)

Colors: Entirely too deep.

Flavors: Fair.

Centers: Good.

Panning: Good.

Finish: Polished.

Remarks: The colors need checking up. The price seems a trifle high for jelly beans.

Code 11T 30

Licorice Beans—4 Ozs.—10c

(Purchased at a cigar stand in Chicago, Ill.)

Appearance of Package: Good. White transparent cellulose bag used. Tied with red ribbonzine; gold seal inside of bag.

Colors: Too deep.

Flavor: Good.

Centers: Good.

Panning: Good. Polished finish.

Remarks: This should be a good 10c seller.

Code 11U 30

Jordon Almonds—1½ Ozs.—10c

(Purchased in a railroad depot in Boston, Mass.)

Appearance of Package: Good.

Box: Folding. Printed in red and white, with transparent cellulose window.

Almonds:

Colors: Good.

Flavors: Could hardly taste any flavor except rose.

Assortment: Good

Coating: About two to one.

Finish: Dull. Well panned and well finished.

Remarks: This is a good 10c package of Jordon Almonds.

Code 11V 30

Assorted Jordon Almonds—\$1.00 Per Lb.

(Purchased in a retail candy store in Boston, Mass.)
(Sold in bulk.)

Colors: Entirely too deep.

Flavors: Good.

Assortment: Good.

Coating: About three to one.

Finish: Dull. Well panned; good finish, but colors had started to fade.

Remarks: These almonds at \$1.00 per pound are high priced and not up to the dollar standard.

Code 11W 30

Chocolate Coated Dragees—4 Ozs.—25c

(Purchased in a hotel lobby in New York City.)

Appearance of Package: Fair.

Box: Folding. Orchid color with printing in blue.

Dragees:

Chocolate Coating: Dark; good.

Panning: Good.

Finish: Polished; good.

Centers: Good.

Almonds: Thin sugar coating before panning with chocolate.

Filberts: Good. Coating same as almonds.

Raisins: Good; no sugar coating.

Orange Peel: Good; no sugar coating.

Assortment: Good.

Remarks: This box of chocolate dragees is one of the finest I have ever examined. The nuts were well roasted and ate well; orange peel and raisins were soft and of good flavor. Suggest wrapper of some kind be used as box was soiled.

Candy Executives Club Growing

SEVEN new members were added to the already imposing roster of the Candy Executives and Allied Industries Club at its meeting of October 29th. The new members are:

J. J. Ballweg, Novia Candy Co.

J. P. Brooker, The Nulomoline Co.

R. N. Cadle, Childs Co.

C. Corelli, P. Maragarella.

T. J. Neilan, Quaker Maid Co., Inc.

W. F. Schlesinger, E. Greenfields Sons.

A. Tehel, Rigney & Co.

Other members of the club are:

G. H. Wilcox, Nulomile Co., President.

J. M. Schneider, Cushman's, Inc., Vice-President.

C. J. Covert, Vacuum Candy Machinery Co., Secretary.

W. H. Haug, Mason, Au & Magenheimer, Treasurer.

H. C. Baum, National Equipment Co.

C. A. Dillon, White Stokes Co.

G. W. Headley, Lofts, Inc.

T. J. Lathrop, Bradley, Smith & Co.

P. Laureys, Lofts, Inc.

H. J. Maloney, Sweets Co. of America, Inc.

W. F. Moore, United States Testing Co.

F. J. Slavin, Mirror-Happiness Candy Stores, Inc.

It was just a year ago this month that J. M. Schneider, then Superintendent of Cushman's Sons, Inc., in Chicago, organized the Chicago Candy Production Club. Mr. Schneider was one of the leaders in the present movement to bring together executives of the Metropolitan area. While the immediate purpose of the organization is of a social nature it is expected that the club's ultimate function will be to promote the scientific advancement of the industry. It is the plan of the club's organizers to devote some part of each meeting to the discussion of problems and questions of general interest to its members. It has been suggested that authorities be invited to address the meetings on selected subjects.

It requires no great stretch of the

imagination to conceive of similar local organization in cities throughout the country, each one a part of a national body and each contributing its share of knowledge to the general good of all the members. The national organization would serve as a clearing house for disseminating the accumulated knowledge of its affiliated local bodies.

While it may be some time before such an ideal becomes a reality, the present clubs in New York and Chicago are a step in the right direction.

Meetings of the New York Club will be held the second Wednesday of each month. At the last meeting it was decided that all members elected before January 1, 1930, be admitted as charter members. Those seeking further information, should communicate with the club's Secretary, C. J. Covert, care Vacuum Candy Machinery Co., 15 Park Row, New York City.

Eric Lehman Offers

Some Advice on Pan Goods

IS the popularity of the panned confection waning?

Can anything be done to stimulate demand and pep up sales of this item? To both questions the answer, in my opinion, is "Yes". In visiting many retail stores I have observed that there is a noticeable lack of effort on the part of the retailer to push his panned goods. Some of the stores do carry panned goods in bulk but usually they are to be found in glass jars way up on the shelves in back of the counter where there is little likelihood of their being seen. I think perhaps, the fault, to a large extent, can be attributed to the fact that the manufacturer has failed to assist the retailer in merchandising his panned items.

Let's take for example almost any other kind of candy. Invariably, you will find them available in neatly put up, attractive boxes, from a ¼ pound size up. But how often do we find high grade panned work offered for sale in this manner? Very seldom, indeed. It is essential that, in some manner, the candy eating public's interest be aroused before there is a desire for any specific confection. Certainly it is no subterfuge to present our merchandise in as attractive a manner as possible. Focusing attention upon this or that item by the use of a pleasing package is a perfectly legitimate way of arousing interest in, and creating sales for that item. So far, little advantage has been taken of this psychological factor with the result that no new appetites have been created for the panned confection. Those lovers of Jordan almonds for example, will ask the storekeeper for their favorite whether they see it on display or not. However, were the manufacturers of Jordan almonds really on their toes and actually "merchandising" their product, how many more ardent Jordan almond eaters would be created, adding their imperative demands to that already established through sheer merit and appeal of the confection itself.

Of course it is only fair to admit that this class of goods has been ruined, to a certain extent, as have

many other candies by the cheap and often inedible varieties which have been imposed upon the unsuspecting public in the past. Let us consider some of the samples examined for this month's Candy Clinic. Some of the coatings were so hard that attempting to bite through them was like trying to crack a nut with one's teeth. Some of the flavors used reminded me of cheap 5 and 10c store perfume. Actually they were unfit for use in any sort of candy. In others of these samples, flavors could hardly be detected. Some contained no flavor whatsoever or if any had been used the candies were so old that the flavors had evaporated. And then the colors! Ah, with what undisguised abandon and reckless extravagance some of these colors were applied! Perhaps that was the manufacturers' method of focusing attention upon their goods, but I hardly see how such use of colors could be expected to create a *desire* for their goods. I would suggest that those so afflicted read the current series of articles on Color by Mr. Ambler which are now running in the MANUFACTURING CONFECTIONER. Also read "Color Traditions in Hard Candy" which appeared in the November, 1929, issue.

Properly flavored an almond made on a pound to pound basis or even a two to one basis is a good eating confection. But an almond that is made five or even six to one is anything but! Give the fellow who has to eat your product an even break—you will make more in the end.

In getting together this month's Candy Clinic samples, we ran across a number of five and ten cent packages of raisins, peanuts, etc., panned with chocolate coating. Some of these were exceptionally good, tasty morsels but some of the others were not so good! In the past, packages of assorted panned nuts have been introduced but for some unaccountable reason they have never proven a tremendous success. Perhaps it is variety the public is after. If that be the case, and I think most likely it has a lot to do with it, I would suggest some boxes of assorted panned goods containing Jordan almonds, panned chocolate covered

nuts, and fruit centers, a few panned creams or sugar pieces, and so on, put up in an attractive and appealing manner. A half pound package of this type would be different, and I have a hunch, would prove popular.

Jelly beans and Easter panned eggs are, no doubt, being made up at this time in preparation for the Easter season. A word or two about this class of goods might be in order. The colors need not be so deep—good clear colors of moderate depth are much more inviting. So often in this type of goods we find the so-called "perfume flavors." Why go in for flavors that leave an objectionable after-taste? Perfume is all right in its place but certainly does not belong in candy of this kind. Stick to the good reliable "everyday" flavors and you will find you have a more desirable product as a result.

Milwaukee Lace Appoints New Sales Manager

Ralph E. Benedict has been appointed sales manager of the Milwaukee Lace Paper Company, according to an announcement just received from the company. Mr. Benedict previously represented his firm in the states of Texas, Arkansas, Colorado, Kansas, Oklahoma, Utah and parts of Missouri. He is well known throughout this territory.

To succeed Mr. Benedict in serving the Southwest territory, Mr. Hamilton has appointed Mr. W. S. Sykes, who also is well known to the trade.

New Booklets

FROZEN DAINTIES—A 20-page booklet giving formulas and directions for preparing a variety of frozen confections—plain and fancy ice cream, custards, partfaits, puddings, mousses, sherbets, ice, etc. Issued by Coignet Gelatine Co., 17 State street, New York City, N. Y. Free on request.

CERELOSE HANDBOOK — A practical reference work on Cerelose. Loose-leaf, ring binder type of booklet containing tested candy recipes and formulas for using Cerelose (refined dextrose). Issued by Corn Products Refining Co., 17 Battery place, New York, N. Y. Free on request (issue limited).

DELIVERING FRESH CANDY TO THE CONSUMER—An 8-page pamphlet for retailers and jobbers giving practical suggestions for increasing the sale of package candies. Issued by the National Confectioners' Association, 111 West Washington St., Chicago, Ill. Single copies free on request. \$8.00 per thousand.



Francis M. Maguire presents Mrs. John Ross, 70 years old, with Buffalo's Sweetest Girl award. She has been a welfare worker for 28 years among prisoners.

Sweetest Day

a Real Success where there was

Co-ordinated Effort



IN those towns and cities where there existed the will, in addition to the wish, to make Sweetest Day a success, it *was* a success this year and a bigger one than it has been in the past. In other quarters nothing much happened on October 18th.

Analyzing reports from all sections of the country, it is apparent that Candy Week and Sweetest Day actually did impress themselves more definitely on the public mind than ever before. They got more publicity. More candy was sold where there was any genuine co-operation among various factors in the industry and where effort was put forth to sell more. Other industries tied up with Candy Week and Sweetest Day to a greater extent. There was more enthusiasm over local Sweetest Girl competitions and a larger number of entries for the national title.

Most important of all, countless unfortunate people were made happier. And candy had a big share in brightening their lives.

It would be inaccurate to spread the impression that Sweetest Day has arrived as a full-fledged national event. There are many sizeable cities where almost nothing has been done and where consumers of candy, in the absence of any national publicity in magazines and newspapers, probably do not realize that there is such a thing as Sweetest Day. Chicago is an example. But Sweetest Day and Candy Week should be judged by the measure of their accomplishments in cities where the various confectionery interests got together and really worked with a definite goal in view

rather than by those cities where for one reason or another there was no organized promotion.

Cincinnati Again in the Front Rank

LED by Carl L. Grasser, Charles Mullane and Harry Meakin, Cincinnati again proved its right to be ranked as one of the liveliest candy merchandising centers in the country. The "Sweetest Girl" contest in the Cincinnati *Post* culminated with a banquet for all the Sweetest Girl contestants at which the members of the committee, judges, and newspaper representatives were present. There were many more nominations than last year, making the judge's task very difficult. Miss Hazel Britt was declared the winner.

Thursday night, October 16th, the Sweetest Girl contestants were guests at a box party at the Albee theater, where a one hundred pound stick of candy made in the P. Echert Company factory, was displayed.

The R. K. O. theaters made a very interesting news reel featuring Sweetest Day activities which was shown for one week in the five down-town theaters. The Cincinnati Street Railway Company and the *Commercial Tribune*, a morning newspaper, cooperated in a novel publicity plan, that attracted much interest among the *Tribune's* readers. An "inquiring reporter" took a ride on ten different street car lines each day for a week and asked passengers various questions, using the interviews as a basis for a feature story in the edition the following day.

Each passenger interviewed received a coupon good for a two-

pound box of candy. Seventy-two 2-pound packages of candy were distributed to street car riders. Posters featuring the plan were carried for one week on the front of all street cars. The street car company supplied the posters and the expense for placing them on the cars. The cost was \$250.

Buffalo Says "Twice as Good as Last Year"

IT is the general opinion of the confectioners of Buffalo that their second Sweetest Day campaign this year was twice as good as last year, especially from the standpoint of publicity and general interest aroused, reports Walter W. Zittel, president of the Buffalo Confectioners' Association. The Sweetest Girl feature in the Buffalo *Evening News* was particularly successful. Frank R. Hawkins, of Untereckers', Inc., was the general chairman of the committee.

The Sweetest Girl contest was the background for all Sweetest Day activities in this city and vicinity. Mrs. John Ross was selected as the winner and received a cash prize of \$150.

On Friday and Saturday 1,000 balloons were released, each of which had attached a tag calling for a box of candy if presented at a certain time at Sweetest Day Committee headquarters on Saturday, October 18th. One thousand balloons were given away Saturday afternoon on Main street, one to each child accompanied by their parents. These balloons were imprinted Sweetest Day, Saturday, October 18th, "Make Somebody Happy." We had very good newspaper publicity, with a

photograph of some of the Sweetest Day activities published every day during the week. Nearly a hundred windows were entered in the Window Display contest. Many of these windows were beautifully decorated and were awarded prizes of \$25, \$15 and \$10.

Eight thousand boxes of specially packed candy were distributed to the inmates of orphanages and the Old Folks Home, in Buffalo, including the Erie Infirmary and the Poor House.

There was splendid publicity in the Buffalo Evening News and broadcasts over Station WBEN, tire covers on salesmen's cars, truck banners, window cards, package inserts, and other advertising materials concentrated the public's attention to Candy Week for over a month.

Retail Stocks Too Small for Cleveland Demand

SWEETEST DAY program went over with a bang in Cleveland, the birthplace of Sweetest Day. The stimulation in business was nothing short of a surprise. Many retailers were caught short of stock, reports Allan Shaw, chairman.

An entirely new feature this year was the selection of three girls from each orphanage who were chosen on the basis of disposition, general deportment, and scholastic ability. The girls selected participated in a Sweetest Girl contest, the winner, little Miss Peggy Delahanty, age 12, of Good Shepherd's Home being crowned Queen with a crown fashioned entirely of candy and presented with a huge cake. Several of the "runners-up" were selected as Princesses.

Receptions for the Queen and Princesses were held in five different

In Columbus

Because of personal charm, her ability to rise above adversity and her interest in deaf and dumb children, Columbus, O., honors Helen Robinson as its Sweetest Girl.



institutions. Special prizes were given to the oldest man and woman in each adult institution visited.

Instead of bringing the children from 48 institutions downtown to the theaters for theater parties, the children this year were entertained at the institutions by acts and actors from the vaudeville and picture houses.

All newspapers carried an unusual amount of publicity, including photographs and the candy store windows displayed enlarged photographs of the Queen, Princesses, and events on Sweetest Day and the week following.

Good candy weather prevailed on "Sweetest Day" for the first time in several years and tremendous sales were reported by all stores selling candy. Candy sales were more than doubled by many retailers and dealers.

500 Sweetest Girls in Columbus, Ohio

MORE than 500 nominations for the title, Sweetest Girl, were received by the Columbus, O., Dis-

patch. They brought publicity of inestimable worth to the candy industry. Miss Helen Robinson was chosen as the city's Sweetest Girl after a thorough study of the nominations. The high spot of the week was the Sweetest Girl dinner attended by the candidates, judges and many of the city's prominent people. Newspaper advertising and many window displays, promoted by Kinsel Crane, contributed largely to the day's success in Columbus.

Radio played a leading part in Sweetest Day celebrations in Milwaukee and in Springfield, Mass. The Ziegler Candy Company of Milwaukee devoted its time Thursday, October 16th, over WTMJ to Candy Week. Listeners who guessed the correct titles of the numbers played by the Ziegler company's "Kandy Kings" received prizes of Betty Jane candies for their memory. Green Brothers' Tastyeast Jesters broadcast Sweetest Day programs over a network of stations on three nights during Candy Week.

Reading Put On the Big Parade

IN Reading, Pa., which gives increasing evidence of being the liveliest candy city of anywhere near its size anywhere, the Diligence Club, led by William H. Baldwin, staged a parade on the Wednesday afternoon before Sweetest Day to mark the climax of the quest for the Sweetest Girl in the five counties surrounding Reading. The decorated cars and trucks of every jobber and confectioner in the city were in line. Over 200,000 samples of candy were distributed along the parade's route.

The culminating event of the week was a banquet tendered to the candidates at the Abraham Lincoln Hotel, Friday night, when Miss Mazie DeTurk, a nurse in the Read-



In Cincinnati

"I don't deserve it. This should go to my mother," said 17-year-old Hazel Virginia Brett when Judge Struble presented her with Cincinnati's Sweetest Girl check.

SWEETEST DAY



F. A. Bunte, of Bunte Brothers, Chicago, boosted "Sweetest Day" in Chicago by distributing 100 jars of hard candies to patients and nurses at the Shriners' Hospital for Crippled Children. The picture shows Mr. Bunte and two of the nurses, Minnie Spohn and Florence Reynolds, and a group of the boys opening jars of Diana Stuft candy.

ing hospital, was announced the winner by the judges and later in the evening was introduced to the audience at Loew's theater by Dr. Geo. W. Taylor, of Albright College.

Sweetest Day morning 1,800 boys and girls were invited by the Visiting Nurses' Association to attend a theater party, at which candy was distributed to everyone present. This was the second observance of Candy Week by the Diligence Club and the sales of candy have been greatly stimulated and sales increased.

In Sacramento, Cal., the James P. Keating Company, Inc., candy manufacturers, cooperating with the Sacramento *Daily Union*, put on the Sweetest Girl contest. The winner, Miss Alice E. Frichette, was presented with a check for \$100 by Secretary of State Jordan at the state capitol, after a tour of the city distributing sweets to the traffic policemen. Sweetest Day a combined Mickey Mouse and Candy matinee was given by the *Daily Union* and the Keating Company at the Fox theater. Much favorable publicity for candy resulted.

Chicago Will Wait Until 1931

HIGH expectations as to Chicago's observance of Candy Week and Sweetest Day underwent a severe set-back. An outstanding candy production-center and the

home city of the National Confectioners' Association, Chicago, has for one reason or another seemingly turned a cold shoulder to Sweetest Day. Funds were hard to raise this year as usual. Interest appeared to be lacking and the unusually strong committee which got together somewhat late in the game decided that rather than attempt a sizeable celebration this year in the face of discouraging conditions it would be advisable to wait until 1931. The 1930 committee will remain intact. Plans are already on foot for a Candy Show in Chicago next February which will produce funds for Sweetest Day next fall. One thing is certain and that is that an early start will be made for Sweetest Day then.

Without any comprehensive plan for a city-wide celebration a number of Chicago retailers went ahead on their own initiative to make Sweetest Day produce profits. Marshall Field & Company staged a special display-feature with a pretty girl in a peppermint-stick-candy costume who gave away lollipops to children. The Stop & Shop store and its next door neighbor, Hillman's, installed elaborate store and window displays of candy. Both did a record-breaking volume of business for an October day. Hillman's finally

had to turn customers away. In the Stop & Shop store, which had a remarkably fine, large candy window, there were purchasers all day long crowded four and five deep at the candy counters. The chain stores, such as Liggett's, Woolworth's, Walgreen's and the manufacturing retailers (Fanny May, Dutch Mill, Allegritti's, Andes and Martha Washington) used Sweetest Day window strips effectively. Martha Washington and Carson Pirie Scott were the only newspaper advertisers of candy.

Twice as Many Cities Active This Year

FROM all over the country reports have come describing Sweetest Day activities. Probably twice as many cities put on some sort of celebration as last year. Definite figures as to sales are lacking. There is ample reason, nevertheless, for expressing the view that where there was any co-operation among the manufacturers, jobbers and retailers a satisfactory increase in volume resulted. It is worth noting that the industry did not forget its opportunity to make candy the means of spreading much happiness and cheer in hospitals, homes, orphanages and other institutions. Typical of the industry's activities are the following dispatches:

Fargo, N. D.—Retailers under the leadership of Andrew Ginakes observed Candy Week in this city. D. C. McCarthy was the general chairman. There was good cooperation and satisfactory results. It was decided to keep the organization committee intact to carry on promotion for all the holidays and to co-operate with Educational Headquarters.

Denver, Colo.—An enthusiastic committee with J. J. Johnson, sales manager of the Cosner Company as chairman, promoted Candy Week and Sweetest Day here. Sixteen luncheon clubs heard the message of making others happy Sweetest Day and how to enjoy candy for dessert. Two pound packages were distributed as attendance prizes. All the orphanages were visited by Miss Lucile Fowler, one of Denver's popular radio stars, and Miss Nellye M. Graff and Miss Agness Best, short story writers. Miss Fowler sang and distributed suckers and candy kisses. Packages were provided for the officers of each institution.

Sweetest Day morning, starting at

9:30, 10,000 boys and girls were the guests of the Denver Post and each received a bag of candy. Joseph Jacobs, manager of Bauer's, personally contributed 5,000 bags of candy to the party.

Walla Walla, Wash.—The confectioners and druggists of this city observed their first Candy Week this year with splendid results. V. B. Bybee acted as chairman and was given good support by the *Daily Bulletin*. All the stores selling candy had special window displays and the grocers offered candy specials. The *Daily Bulletin* carried nearly two pages of display advertising.

The promotion for Sweetest Day followed a very dull period and the results from displays, merchandising and advertising for the first efforts were most gratifying. A more ambitious program is already being planned for next year.

Forty Wayne, Ind.—Attractive window displays in more than 70 store windows in which the Lady Wayne Heart in vivid red colors was prominent was the feature of Sweetest Day here. The displays were the best ever seen in Fort Wayne. Considerable newspaper space was used by individual confectioners and dealers. W. C. Dickmeyer sponsored the displays and advertising. A cartoon by Cartoonist Gunton in the *Journal-Gazette* gave splendid publicity to Candy and Sweetest Day.

Youngstown, Ohio.—Paul H. Bolton of the Burt Candy Company was the chairman of the "Sweetest Day" committee and being the only manufacturing retailer in this city, the observance of Candy Week here was largely an individual effort. All promotional activities were tied up closely with Burt retailers and dealers. Imprinted window strips were used.

A corps of young college chaps were employed as solicitors and made direct contacts with candy consumers in the business districts and office buildings. They left samples of candy in attractive glassine bags with an advertising message. The method of approach was "a search for the man who has been neglecting his wife all the year" and the follow-up suggestion that Saturday was Sweetest Day and reminding him to send her a box of candy.

Considerable emphasis was put upon signs and interior store displays and window displays. All

Hallowe'en decorations were temporarily removed. Letters were sent to a selected list of candy customers. The Kiwanis and other luncheon clubs received boxes of candy for attendance prizes. Increases in sales at all stores were very satisfactory.

Kansas City, Mo.—Stanley Smith, the Paramount star of "Honey" and "Sweetie," aided the local committee in observing Candy Week here. The crippled children of Mercy Hospital were visited by Mr. Smith and entertained by him, while candy was being distributed to everyone. During the week other institutions were visited and the inmates made happy with gifts of candy. Loose-Wiles celebrated Candy Week by bringing out two new items and offered attractive cash prizes totaling \$500 for window displays. There were over 500 windows entered in the contest, which ran for two weeks.

New Orleans, La.—The observance of Candy Week here was left to the initiative of individual manufacturers and retailers. Very effective promotional work was accomplished by the wagon jobbers under the direction of Frank Fitzpatrick.

Leading manufacturers offered a specialty to their customers. The Jacobs Candy Company specialty consisted of a colorful \$3 two-pound box of chocolates with extra centers in milk and vanilla chocolate sold to the customer for \$1. This is a package similar to the one designed for Dollar Day. A record sale of four tons is reported through 4,000 agencies, including 439 retail outlets in New Orleans.

Atlanta, Ga.—Over 400 special window displays in stores selling candy, requiring 2,000 Window Strips, was the background for Candy Week here. Community theaters showed the film "Won by a Sweet," after which 10,000 bags of candy were given away. Copies of the booklet, "The New Knowledge of Candy," were also distributed. Brooks Morgan, of the Block Candy Company, was chairman and W. C. Willis, of the Willis-Pause Co., vice chairman of the committee. The Nunnally Co. broadcast Sweetest Hour of the week over 17 stations, October 12th, which featured Sweetest Day and was enjoyed by thousands of listeners.

Hutchinson, Kan.—A. R. Scheble, of the Richards-Scheble Candy Company made a special effort to get as many displays of package goods as possible in connection with Candy Week promotion, furnishing their customers with a neat card table to use in the center of the store upon which to display packages. Another merchandising offer was a Two Pail Chocolate Special, furnishing bags and signs, with instructions to their customers to display as week-end specials. Very good results are reported.

Knoxville, Tenn.—The Sweetest Girl contest was the background for all Candy Week activities here, reports W. J. Bacon, chairman. The contest aroused almost state-wide interest and the publicity received is most gratifying. This year's results have paved the way for more elaborate observance of the occasion in the future, concludes the report.

Coupon Boosts Sweetest Day Sales in Philadelphia

By H. C. NUSS

EVER since Sweetest Day was conceived, we in Philadelphia have been attempting to put the day across. Our efforts heretofore in making the day a money-maker have met with varying success, some showing satisfactory increases in business, some fair results and others reporting the day a failure.

In former years we used the methods which had proven successful in other cities and which the National Confectioners' Association ad-

vocated. We had window display contests, a Sweetest Girl contest, shows in hospitals, and homes, and free candy distribution to all moving picture theaters.

We even tied-up candy with the greatest front page feature of the day, the World's Series with Connie Mack and his champion Athletics, obtaining nation-wide candy publicity thereby. Although we appeared every year to be making appreciable progress in creating favorable candy

(Continued on page 65)

Better Retailing Urged at Boston Conference

The Keynote: Closer Analysis of Consumer's Habits

A Digest of the Most Significant Opinions Voiced at the Conference on Retail Distribution Held Under the Auspices of the Retail Trade Board, Boston Chamber of Commerce.

Says Price-Fixing Will Add to Distributing Costs



BENJAMIN
NAMM

BENJAMIN NAMM, President, The Namm Store, Brooklyn, N. Y., attacked price-fixing (which will probably be voted on in Congress next month) as inimical to the interests of merchants and the public. It will

slow up rates of merchandise turnover by preventing price reductions on items that do not sell. It strikes at overhead, he said, by penalizing all efforts to improve distribution methods by lowering costs. It damages the retail merchant's good will and lowers his volume of sales.

"I can conceive of nothing more destructive of business enterprise than the principle of price-fixing," said Mr. Namm. "This country of ours has not been built up by legislative edicts, but by the initiative, energy and free competition of all our people. Price-fixing tends to destroy all of those elements which are so essential to the distributing machinery of the country.

"May I ask the proponents of price fixing, whoever they may be, a question? Have they fully considered that the fixing of retail prices must inevitably be followed by the fixing of wholesale prices? The right to control prices cannot safely be granted to any interested party without setting up adequate regulatory machinery to protect the public. There would soon result a vast bureaucratic organization for the regulation of all prices and all profits. Certainly no manufacturer, retailer or consumer desires such consequences."

MEN and women who know retail merchandising and whose opinions on matters pertaining to distribution carry the weight of authority met at Boston recently. For several days they put that flighty, unstable element called consumer demand under the microscope. The meetings, which spread themselves over several days, were held under the auspices of the Chambers of Commerce of several New England cities and with the cooperation of a number of business schools and commercial groups.

Most of those who spoke emphasized change as the fundamental characteristic of business habits today. Time and again it was brought out that the key to present trying conditions lies in a more enlightened, a more intelligent order of retail salesmanship.

One grocery retailer attending the conference was heard to remark that a talk he listened to on the merchandising of garments taught him more about selling foodstuffs than anything he had heard in many a day. For precisely that reason THE MANUFACTURING CONFECTIONER here gives the high-lights of several of the more important addresses delivered. Candy was not mentioned at the conference, but selling methods and policies which possibly may be adapted to candy merchandising were touched on time and again.

Mrs. Consumer in Revolt

Mrs. Consumer has been conducting a silent but effective buyers' revolt for some time, said Mrs. Christine Fredericks, household efficiency expert. She has revolted at the extreme mechanistic turn given to all retail distribution by chain-store development and influence. She resents the fact that retailing has so universally "gone robot."



Mrs. Christine Fredericks

We women want more genuine merchants and fewer chain-store robots, Mrs. Fredericks declared. We have no prejudices against chain-stores, *per se*, because they helped us break down the old cob-webbed era of the open sugar barrel, the cat on the bread counter and overly-long profits. But where has the real merchant gone...the merchant who made a study of

values, who was ready with helpful, suggestive information?

If I were asked to state the five outstanding deficiencies of present retailing I would set them down as follows:

1. Over-emphasis on price-cuts, bargains and misleading price statements.
2. Limited stock, narrow range of assortments and sizes.
3. Unsatisfactory distribution of goods—particularly new and improved products and trade-marked merchandise.
4. Unintelligent, inadequate clerks.
5. Unsatisfactory or limited store service.

As a representative of Mrs. Consumer, I ask for the elimination of fly-by-night retailing, hectic changes, hectic competition, misrepresentation and insincere price-cutting tactics. I ask for helpful and constructive service. I ask for merchants who shall be as up-to-date scientifically as possible but who can still give the human values which most of all, the consumer expects from the retailer.

Organizations Cooperating with Boston Conference on Retail Distribution:

Harvard University School of Business Administration, Massachusetts Institute of Technology, Boston University School of Business Administration.

Advertising Federation of America
Nat'l Retail Dry Goods Ass'n
Nat'l Ass'n of Retail Clothiers & Furnishers
Wholesale Dry Goods Institute
Pittsburgh Retail Merchants' Assn.

National Chain Store Association
Garment Retailers of America
Special Stores Association
Ass'n of National Advertisers, Inc.
Ohio State Council of Retail Merchants

Associated Industries of Massachusetts
Worcester Chamber of Commerce
Hartford Chamber of Commerce
Springfield Chamber of Commerce
Waltham Chamber of Commerce
Mass. Retail Grocers' & Provision Dealers
New Haven Chamber of Commerce

Fitchburg Chamber of Commerce
Gloucester Chamber of Commerce
Lynn Chamber of Commerce
New England Retail Clothiers & Furnishers
Industrial Committee of New England Council
Holyoke Chamber of Commerce
Providence Chamber of Commerce
New Bedford Board of Commerce

Meeting Changes in Consumer Demand



Paul H. Nystrom

Prof. Paul H. Nystrom of Columbia University, nationally-known for his researches into retailing, pointed out how consumer demand, which is always changing, must be watched if the manufacturer and retailer are to avoid loss. If consumer demand were constant, he said, the problems of business would be simple. We would still have competition. We might have over-production. The variations of weather and of climate affecting production would still be with us, but the remaining problems would be elementary compared with the present situation. There are constant changes in numbers of consumers, in purchasing power of consumers and in tastes of consumers, said Prof. Nystrom, but less is systematically done to meet these changes than in any other business problem.

Conditions of Present-Day Merchandising

The present-day requirements of merchandising appear to be as follows:

1. To recognize that consumer demand is constantly changing.
2. To see that these changes in consumer demand are due to a variety of causes, some of them so fundamental as to affect our entire social life.
3. To determine what the current trends of consumer demand are and to shape merchandising policies so as to go with these trends, not against them, or even independently of them.
4. To avoid being either behind or ahead of these trends of consumer demand.
5. To think as consumers think, to like the same things as they like and to talk the same language as they talk in order to facilitate business relations.
6. To determine what classes of people according to their standards of living the store is to serve and what the requirements of these standards of living are.
7. To stock and to provide the precise kinds and qualities of goods that meet the requirements of customers at these standards of living at the prices that they can afford and are willing to pay.

These are the necessary conditions of present-day merchandising. They are reasonable. They are practicable.

Producers and Distributors Must Co-ordinate



A. L. FILENE

It is apt to take a few serious jolts to make the American business man think. A. Lincoln Filene, chairman of the board, Wm. Filene's Sons Company, Boston, expressed the opinion that there is no topic worthy of more

intensive thought at the present time than the better co-ordination of the activities of producers and distributors. "The more definitely we can realize the importance of better trade relations to every unit of industry," he said, "the easier the progressive steps toward co-ordination will be.

"Producing goods of the right quality and in the right quantities and the at right time is not a goal which the manufacturer can achieve unaided," continued Mr. Filene. "In these days when industries are competing with one another for a larger share of the consumer's dollar, not merely individual manufacturers but whole industries should feel the necessity of cooperating among themselves to determine what kind of goods to make in order to reach the widest and most profitable market. Nor is such cooperation among manufacturers enough. The retailer is quite as much concerned as the manufacturer in having the right kind of goods to supply the consumers' wants. There is every reason, therefore, why manufacturers and retailers should consult together intimately and continuously on the kind and quantities of goods to be produced.

"It would seem hardly necessary to point out that when the consumer for any reason will not take goods which are offered him by the retailer, the retailer's opportunity to buy more goods from the manufacturer is necessarily curtailed. Under these circumstances, the manufacturer loses trade and his workers, temporarily at least, lose their jobs. Unemployment, by taking away wages takes away purchasing power, and so the vicious circle increases until business, on a more efficient basis, begins to climb upward again."

BETTER RETAILING

New Competition in Knowing Customers' Wishes



Gordon C. Corbaley

"COMPETITION in the future will be so close that the success or failure of the retailer will depend largely on his ability to interpret his customers' desires," said Gordon C. Corbaley, president of the American Institute of Food Distribution. "Only within the last two generations has the neighborhood or village food store been much more than a commissary where the people went to get the things that they did not raise themselves," he continued. "The American housewife was started shopping for her food and she is still at it, although the daily necessity for this type of shopping is not in line with the way most women now want to organize their time.

"The final competition for trade," said Mr. Corbaley, "is at the point of contact with the consumer where the effective merchandising appeal must be made. Advertising to support a brand is an outside influence to improve that contact. All assembling, packaging and selling of foods are in preparation for that contact. Therefore, the real merchandising of foods must be in the retail stores when those stores are organized for merchandising. The presence of the chains and the voluntary chains means that this organizing will become more efficient and more competitive.

"It is plain, common-sense that the able merchants responsible for these groups should realize the futility of concentrating upon price appeal when the advantage of any one of several quite similar organizations can be no more than a slight percentage and that without regard to any differences there may be in operating costs, it is equally obvious that a store or group of stores which expects to command a large volume of trade must meet the prices of its competitors on the items where the public can make exact comparisons.

"In the new competition between co-ordinated groups of retail outlets supplying the great majority of the consumers through more or less similar general stores there will be some quite obvious standards of management. Price levels will be more or less standardized. A few stores offering unusual atmosphere or service will be able to command a premium but most stores will maintain an approximate equality in prices on staples and standardized brands.

"The real competition will be in selecting the types and forms of foods wanted by the particular trade to be served; in displaying these with the best use of silent appeal, and in supplying a human service to intelligently furnish each home with the foods that it wants in the forms in which it wants them and at prices accepted as fair.

"Steady progress will be made towards the packaging of everything. The size and style of each package will be studied to meet the buying ideas of the families to be served. The details will vary greatly but the tendency will be towards smaller units of packaging to supply an average family that is not only declining in numbers but is serving of smaller portions. This tendency will be speeded by the recognition that a lower price unit is a powerful factor in spreading distribution. Serious and continuing attention will be given to appetite appeal. Because of the recognition that sight is a most effective way to reach the appetite, the labels on the packages will become posters planned with the fine art that is now being so lavished in the magazine pages."

The Ohio Confection Company Has a New Production Manager

Keeping step with the trend of modern developments in the business world, the Ohio Confection Company of Cleveland has engaged a production manager to take charge of all details relative to the production end of the business.

The man who has been given this responsibility is Mr. Charles W. Vaughan, who for the past four years has been production manager for the candy and beverage plants of the Kroger Grocery & Baking Company of Cincinnati.

Previous to his connection with that company he had been employed by Brandle & Smith Company of Philadelphia and Hollingsworth, Augusta, Georgia. He has had a very wide experience in the manufacturing of candy, having had eight years candy production experience, and is also a sugar and candy chemist of recognized ability.

He hails from Cartersville, Georgia, and it was in the Georgia Institute of Technology that he obtained his education and technical knowledge on chemical subjects.

The Ohio Confection Company is to be congratulated in securing the services of Mr. Vaughan, and we predict for him a most successful future in his present position.

Death of Martin Dawson

Martin Dawson, pioneer candy manufacturer and head of the company in Chicago bearing his name, died recently at Wesley Memorial Hospital, Chicago. He was 86 years old and a bachelor. Mr. Dawson was the first secretary of the National Confectioners' Association, an office which he held for seven years. Most of Mr. Dawson's estate, which is valued at \$2,000,000, was bequeathed to the Roman Catholic church. There were minor bequests to friends and business associates.



SURPRISE
somebody...make somebody
HAPPY
ON
"SWEETEST DAY"
TODAY
WITH A GIFT OF CANDY

Special "SWEETEST DAY" offer

Clip the "Sweetest Day" coupon. Present it at any of the stores listed below—TODAY—and you'll receive a "Sweetest Day" box of candy FREE with every pound box of candy purchased.

CENTER CITY

Macys
914 Chestnut St.
N. C. Shaw
1318 Market St.

NORTHERN

Gale's
2001 Germantown Ave.
Kauf's
2323 Germantown Ave.
Lidons
2845 St. & Lehigh Ave.
Macys
914 Chestnut Ave.
Mannings
3600 St. Broad St.
Rosen's
3445 Germantown Ave.
Gordon Schwartz
1821 Ridge Ave.
Strawberry's Home Goods Center
1422 W. Southampton Ave.
Hart's L. Young
2800 Girard Ave.

UPPER MERION

A. W. Blooming
W. Grant Road &
Fidelity Ave.
Honey's Confection
23 S. 69th St.

GERMANTOWN

Young's Confectionery
1514 Germantown Ave.
Gordon A. House
2088 Germantown Ave.

WEST PHILADELPHIA

Wheat-Nuts
1412 S. 1st St.
Harty M. Orr, Jr.
1221 N. 1st St.
Queen's Home Center
218 S. 1st St.
Quincy's Center
217 S. 1st St.
Jama J. Quincy
1502 St. & Cedar Ave.
Honey's L. Quincy
6001 Kingsport Ave.
Quincy's, Inc.
1100 Chester Ave.
A. Sweetest Day Center
6001 Independence Ave.

SOUTH PHILADELPHIA

Wheat-Nuts
2428 S. Broad St.
FRANKFORD
Carmen's Super Store
1518 Oxford Ave.

CLIP
THIS
COUPON

"SWEETEST DAY" COUPON

This coupon entitles the holder to a "Sweetest Day" box of candy FREE with every pound box of candy purchased Sunday-October 16, 1930—at any store listed in the "Sweetest Day" newspaper advertising.

Philadelphia retail confectioners co-operated in advertising of this kind for Sweetest Day. Note coupon good for a box of candy free with purchases of a pound or more at any of the stores named in the advertisement.

No Specials at Cut Prices Offered

AS each store co-operating took off all specials for the day and sold all goods at regular prices, the expense of this package was approximately absorbed by the difference in the special and regular prices. The package used by the majority of our Retailers was a one-layer box packed loose or cupped containing about six ounces of any special piece or variety that the merchant cared to push or feature. The plan really made all candy special for the day.

Results of the day show conclusively that the idea worked better than any Sweetest Day plan ever attempted in Philadelphia. Increases in business in the shops which backed the plan ran from 20% to 50% over last year's Sweetest Day sales. Increases over the previous and following Saturdays in October varied from 50% to 100%. These confectioners who did not tie-up with the coupon plan invariably showed either small increases over 1929 or did about the same volume. Seven hundred and fifty coupons were redeemed in one shop as the high-water mark. Ninety-five was the smallest number of coupons presented at any store. The average was three hundred and fifty, with an average individual sale increase of about 50% over normal. Some manufacturers are already considering this plan for 1931 as a means of sampling the public.

A radio tie-up with Philadelphia's best station filled out the campaign. At these Sweetest Day concerts the manufacturers interested in the movement were given publicity. N. C. A. window strips, box inserts, bands and tire covers were used with good results.

Because publicity depending for its news value on its sentimental appeal, so successfully used in Western and Mid-Western cities, does not make much impression upon most Eastern newspapers, we be-

(Continued on page 69)

Sweetest Day

(Continued from page 61)

publicity, candy sales did not increase as most of us felt they should have.

Merchandising Idea vs. Publicity

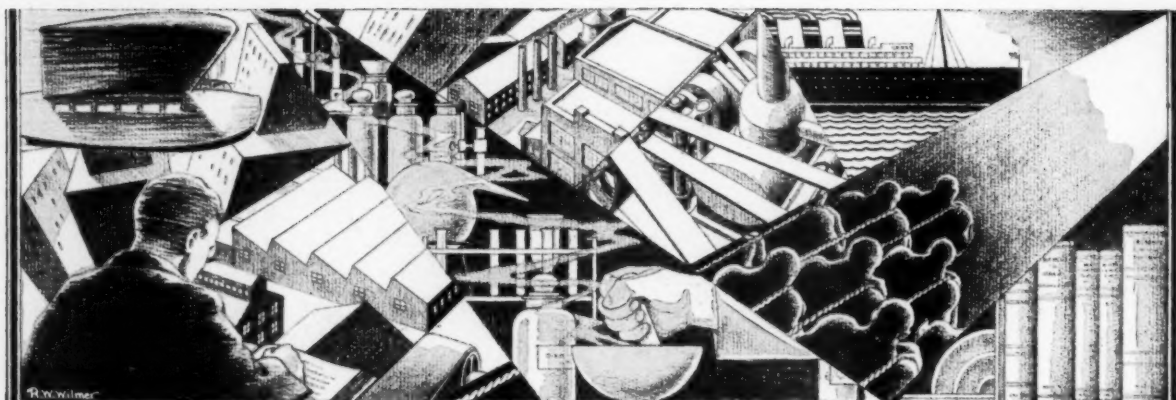
THOSE confectioners who got back of the day one hundred per cent were rewarded but not sufficiently to create much enthusiasm among the non-believers. It appeared that the Sweetest Day plan as put on with success throughout the West and Middle West would not click here. It seems as though what may be of enough interest in the West and Middle Western cities to be featured by their newspapers on the front page, rates only a small ten line notice down among the robberies, fires and murders on the fourth or fifth page here. We spent the money and did the same work as our Western brothers, but we did not cash in as we should.

This year the committee appointed by President Linder of the Retail Confectioners' Association

decided that something new and different would have to be done. The Publicity Committee under the chairmanship of W. A. Goebel of the Wilbur-Suchard Company considered all the merchandising methods of the successful food-product newspaper advertising campaign.

The "COUPON TO THE RETAILER FOR SAMPLE" plan was considered the one with the best possibilities of success. Instead of giving thousands of pounds of candy to the homes, hospitals, etc., it was deemed more likely to be productive of results to give this candy to the buying public as an added incentive to buy Sweetest Day candy. Especially was it considered good business this year, realizing the present value-seeking frame of mind of the public.

Preliminary teaser ads throughout Candy Week called attention to a special Sweetest Day offer in Friday and Saturday papers. These ads on Friday and Saturday con-



Monthly Digest of CURRENT TECHNICAL LITERATURE

Applying the Principles of Roasting to Cacao



By George Defren.
Food Industries, vol.
2, p. 248.

THE author describes experiments in which cacao beans were roasted in an experimental coffee roaster, the temperature being regulated by means of a chemical thermometer with its bulb buried among the beans, which were kept in constant motion. The roaster was heated by gas, the flame not being in contact with the drum. The "end-point" of the roast was determined in each case by an experienced operator and records were kept of the temperatures and times of roasting.

The results obtained show that no roasting flavor develops until a considerable percentage of moisture has been removed. After that condition has been reached, the heat then causes interaction between various constituents of the bean, the ultimate result of which is the characteristic flavor that is desired. High temperatures are not necessary to produce a "roast," but if high temperatures are used, a shorter period of heating gives equivalent results. In other words, any

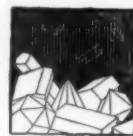
temperature above 212° F. but below that which would give a "burnt" taste or flavor should give a roasting result, dependent on the time of heating. Having demonstrated the close relationship between the drying and the roasting of cacao beans, it was found that it was only another step in the evolution of the problem to dry and roast beans, without contact with a hot metallic drum, by the use of a stream of heated air to do the work.

Fundamentally, roasting cacao beans is essentially the same as making malt. One of the finer developments of the production of high-grade malt has recently been applied to the commercial roasting of cacao beans. It is known that the best flavor can be produced when the moisture content of the beans has been reduced to about 3 per cent. When a roaster embodying this principle was used, the beans were as clean after roasting as before and were entirely free from the carbonized or burnt shell, which invariably accompanies drum roasting.

The demonstration of proper roasting conditions is one of the fundamentals from which many important developments have been originated, such as improving the quality of cacao beans, eliminating the necessity of pressing beans for cocoa butter, eliminating the

"conche," cutting costs of chocolate coatings, lowering the viscosity of coatings, evolving a new type of bean, developing a new process of making coatings, and was an important factor in the birth and evolution of the continuous roaster.

Ethyl Vanillin and Vanillin



By F. M. Boyles.
*American Perfumer
and Essential Oil Re-
view*, vol. 25, p. 243.

ETHYL vanillin, which is now on the market under a variety of trade names, is a product of quite recent development and, as is usually the case in such a situation, considerable difference of opinion has arisen as to its merit. Chemically speaking, vanillin is the methyl ester of protocatechuic aldehyde and ethyl vanillin is the ethyl ester of the same aldehyde.

The research committee of the Flavoring Extract Manufacturers Association has investigated the relative flavoring values of these two products and reports that ethyl vanillin has three and a half times the flavoring strength of vanillin. As to the quality of the flavor produced by ethyl vanillin there is some difference of opinion, but there is general agreement that better results

are obtained by using it in conjunction with vanillin.

The authorities responsible for enforcement of the Federal Pure Food Law have advised that there is no objection to the use of ethyl vanillin provided it is properly labeled and the resulting imitation vanilla extract has the flavoring strength of standard vanilla extract. In this connection they point out that a standard vanilla extract is equivalent in flavoring strength to a 0.7 per cent vanillin solution and that one part of coumarin is equivalent to three parts of vanillin.

Wrappings for Confectionery



By E. T. Ellis.
Modern Packaging,
vol. 4, p. 55.

THE author gives working descriptions and illustrations of the ways in which transparent, semi-transparent, greaseproof and foil papers are applied to candies of various types. Folding arrangements of the inner wrappings are not necessarily the same as those of the outer papers, for although these are adjacent, it is frequently found that other ways of folding are more desirable for the second wrapping, especially if this is not sealed or gummed down.

The various wrappings which are described in detail are as follows: Semi-transparent paper wrappings for use as outer papers where combined paper and foil wrappings are demanded; a foil wrapping for a nearly square slab of chocolate cream in which an outer wrapper of transparent paper is not employed; printed and unprinted (with design, but no wording) paper rings or bands for chocolate cigars; a type of outer paper packing used as a concealing agent for foil-wrapped slabs of milk chocolate, the inner wrapping in this instance being folded in an entirely different fashion; confectionery wrapping papers (presenting several interesting features) such as are required to take large slabs comprising no less than six bars of nut chocolate; a simple type of open ended gum-sealed paper band used as an outer for large foil-wrapped milk chocolate slabs; a transparent paper wrapping which, after gumming and the at-

tachment of seals, is made up into a paper packet for holding various types of cream wafers.

The Manufacture of Candied Peel



Contributed by Brerley, Collier and Hartley (Rochdale), Ltd. *Food Manufacture*, vol. 5, p. 161.

IN THIS article is described the production of candied peel as customarily practiced in England. A great deal of the peel used comes from abroad in barrels, immersed in brine for a minimum period of about six weeks to three months, the solution being approximately $2\frac{1}{2}$ pints of brining salt to every gallon of water. After being removed from the brine the peel caps are steamed or partially cooked until sufficiently tender and are then allowed to stand in clear, cold water for about a day.

The next part of the process calls for the use of candy pans which are steam-jacketed for a working pressure of about 60 pounds per square inch and in which the sugar solution is prepared. The peel caps are impregnated with syrup, drained on galvanized iron trays and dried in a warm chamber. The caps are cut into small pieces by a plunger peel cutter, the average size of peel of the type usually sold by grocers being $\frac{5}{8}$ by $\frac{3}{16}$ inch, although blades are supplied for cutting pieces $\frac{13}{16}$ inch square up to 1 by $\frac{1}{4}$ inch. The larger size machine of the latest type, which has been considerably improved during the last few months, has a capacity of approximately 25 to 30 cwt. per day.

Impossibilities and Possibilities of Hygiene in Candy and Other Food Establishments



By P. N. Carle.
Canadian Baker and Confectioner, vol. 43, p. 52.

IN AN address before the 1930 annual convention of Canadian confectioners the author describes the measures taken by the food in-

spection authorities of the city of Montreal in dealing with food products manufacturers (including candy manufacturers) who, without experience and without necessary equipment, embark upon short-lived enterprises in unsanitary premises. He relates various trade demoralizing practices of so-called home-made candy manufacturers in Montreal and the means whereby they were corrected. Among these obnoxious practices were the use of cheap, partially spoiled fruit for crystallizing, improper use of starch sweepings and production of candy in unsanitary and filthy surroundings.

As a result of inspection measures over one hundred food manufacturers were closed within a period of twelve months and nearly two hundred were ordered to close or comply with instructions. (This method of dealing with unsanitary and irresponsible candy producers who handicap the candy industry in competing for the consumer's dollar would be of considerable value in the United States as well as Canada.—Editor.)

Some Additional Facts on the Food Value of Peanuts



By G. W. Carver.
The Peanut Journal, vol. 9, p. 13.

THE author presents some interesting data on the nutritive value of peanuts as compared with other foods. The percentages of protein, fat, lime and iron in peanuts are given as 25.8, 38.6, 0.10 and 0.002, respectively, whereas the corresponding values are 21.9, 20.4, 0.017 and 0.003, respectively, for porter house steak and 19.3, 16.3, 0.015 and 0.003 for fowl. A prominent medical authority states that a pound of peanuts contains as much nourishment as $2\frac{1}{2}$ pounds of the best sirloin steak and that peanuts at 25 cents a pound make one of the most economical items in the family dietary.

The dietitian's interest naturally centers on a food of high nutritive value, especially when a foodstuff combines attractiveness and palatability with richness in proteins

and vitamins. It is remarkable how well the peanut fills all of these requirements. The governments of a number of foreign countries have sent specialists to the United States to study our rapidly growing peanut industry. (Peanut candy and some other nut candies are well balanced foods in every sense of the term and contain protein, fat, salts and vitamins to balance the sugars and other carbohydrates present. Even the most rabid slenderizing enthusiast should be converted to the merits of nut candies if the facts are properly presented. Nut candies are a good entering wedge with which to combat and eventually break down the candy abstinence of the devotees of the slender figure. —Editor.)

Treating Cacao Beans Lowers Chocolate Coating Cost



By George Defren.
Food Industries, vol.
2, p. 399.

THE main reason for pressing cocoa butter from cacao beans or liquor is to supply the demand for cocoa butter required by chocolate coating manufacturers. The production of cocoa powder is incidental, at times a nuisance. When the supply exceeded the demand, cocoa cake has been hauled to the dumps, used in fertilizer mixtures, and burned under the boilers because of lack of a market.

Even though chocolate liquor has more cocoa butter than is necessary to make a coating, it is too bitter to be palatable. This characteristic is overcome by adding sugar to mask the natural bitterness of the cacao bean. To accomplish this purpose it is generally necessary to add so much powdered sugar to the liquor that the percentage of cocoa butter is reduced to a point where the mixture could not be handled for molding, covering or dipping purposes unless cocoa butter also be added. Liquor made from a mild cacao bean requires less sugar to make an acceptable coating than does a rank, bitter bean, therefore little or no cocoa butter is needed. Blending of the mild, better flavored beans with rank, bitter beans tends to mask the

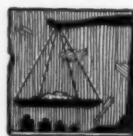
inferiorities of the bitter beans. The higher the percentage of the better flavored beans necessary to produce an acceptable liquor the greater the cost of the resulting liquor.

The author has devised a process for removing the rankness of the bitter beans, in this manner raising the quality of the liquor. This process results in a lessened quantity of sugar, flavor beans, vanilla and milk necessary to obtain an acceptable article for the reason that there is less bitterness to mask. Incidentally, the cocoa butter content is raised in the nib or liquor and the cost of the coating, per pound, is reduced in spite of the loss in weight due to the removal of the bitter constituents.

The author gives itemized cost figures showing that coating can be produced materially cheaper by his process than by the usual procedure. In the preparation of the batch used as an illustration the addition of cocoa butter as such was not required. In other words, there was no cocoa powder as a by-product. As now practiced, the production of cocoa butter from nibs or liquor is the main item; cocoa powder is the by-product. Were the process of improving the quality of cocoa beans generally adopted, the situation would be reversed. Cocoa powder as demanded by the trade would be the main item; cocoa butter would become the by-product. The author maintains that there is no need of having a surplus of cocoa powder.

No Standard for Chocolate!

—Anon.



The Confectioners' Union (English), vol.
43, p. 1801.

BRITISH manufacturers have again decided to express their opposition to the establishment of any standard or definition for chocolate and cocoa at the International Congress of Cocoa and Chocolate Manufacturers held at Antwerp.

Definitions, except so far as they consist merely of plain statements of fact, would, in the opinion of manufacturers, prevent the use not only of inexpensive though wholesome substitutes, but also the use of

expensive ingredients which are added with the intention of improving the goods or attracting the consumer by novelty of quality or taste. It is also held that definitions would prevent catering to the taste of the consumer, which varies from time to time in every country, would prevent the manufacturer from applying newly developed information and scientific knowledge and would circumscribe the confectioners' art.

It is recommended that the following provisions be inserted in connection with food laws and regulations: "It is permissible to add to chocolate pastes and powders, milk chocolate and coatings, without declaration, nuts, almonds, milk, milk products, coffee, tea, honey, oranges, lemons and similar wholesome ingredients in a proportion not exceeding 5 per cent of its weight as sold." "If the percentage of these ingredients exceeds 5 per cent, then it shall be stated that the chocolate pastes and powders, milk chocolate and coatings contain almonds, nuts, etc., but the quantity contained need not be specified."

In regard to the use of cocoa butter substitutes and the conduct of research work to identify the various fatty substances fraudulently substituted therefor, the British members object to the words "fraudulently substituted" on the ground that the substitution of other wholesome fats for cocoa butter is not necessarily fraudulent. Without exception the British members are against international standardization of weights and sizes of chocolate prepared for sale. They point out that the metric system has not been adopted in Great Britain and urge that apart from this fact, standardization would deprive the manufacturer of his liberty to introduce novelties. (The foregoing will be of interest to American manufacturers who must compete with European producers either abroad or in this country. Importations of European confectionery into this country have been increasing steadily during the last few years. The British food law is more liberal than the food and drugs act of the U. S. in some respects, especially with regard to using substitutes and additions in chocolate. While confectionery imported into the U. S. would be required to show on the label any variation from the standards of our pure food law, the consumer unfortunately does not

always see or read the label.—
Editor.)

Crystallized Fruits and Flowers. Anon.



Confectionery Journal (English), vol. 47, p. 145.

THE author quotes from the annual report of J. A. Sharwood & Co., Ltd., London, relative to production of crystallized apricots, pears, green-gages, chinos, figs, melons and marrons in France and elsewhere in Europe.

Crystallized natural flowers continue to become increasingly popular, especially those packed in colorless glass bottles.

Sweetest Day

(Continued from page 65)

lieve that the plan we used this year would be successful in any other Eastern city where Sweetest Day has not so far attained the standard of success desired.

After several local candy associations had decided to pass by the day, the Retail Confectioners' Association undertook the task of raising nearly \$4,000, and completing all other plans. Chas. W. Horton was General Chairman, John F. Little acted as Secretary and Jos. C. Seemiller of the Brandle and Smith Company, was treasurer. The balance of the committee consisted of W. A. Goebel, Publicity Manager, with C. Minter, F. L. Devine, Chairman of the Candy Institute, and H. C. Nuss assisting. E. Linder was in charge of finances with Phil Wunderle, Theo. Marquetand, C. W. Reiher, A. Schmelzkopf and John Casani on his committee. J. Steppacher was chairman of the Workers Committee along with William Snyder, I. Minter, Geo. Goebel, Thomas Quigley, H. Young and L. Hauslein of the Douglass Carmel Company.



Photo above shows that section of the Antwerp World's Fair devoted to a display of J. M. Lehmann Company's Equipment

Lehmann Equipment Wins Grand Prix

EMIL Z. RAUE, vice-president of J. M. Lehmann Company, manufacturers of a complete line of cocoa and chocolate equipment, returned to this country recently after a visit to the 1930 World's Fair in Antwerp, Belgium, where his firm's equipment was awarded the Grand Prix.

The Lehmann exhibit made a most imposing display. Under the auspices of and in cooperation with the Association of Belgian Chocolate Manufacturers, they had a complete chocolate manufacturing unit in operation. The finished products of Belgian chocolate manufacturers were actually produced in full view of the public who displayed keenest interest in this exhibit.

The Wonders of Colloid Chemistry

(Continued from page 45)

loid characteristics, is a straight sugar cream containing no frappe. Such a candy contains no colloidal material whatever, and yet may have a tender, agreeable consistency, this being due to the smallness of the sugar crystals and the fact that they are separated by films of sirup.

As a rule, however, distinctly crystalline candies are not generally attractive from the standpoint of tenderness of texture, and in order to obtain desirable texture it is usually necessary to incorporate some colloidal material. It is inter-

esting that the improvement in texture and consistency is the direct result of a higher moisture content, and that this higher moisture content would be impossible except for the ability of the colloid to absorb and retain a relatively high proportion of water. In other words, the primary function of the colloidal material is to absorb and retain moisture. Full recognition of the importance of this one principle is of the greatest importance in understanding the behavior of certain kinds of candy.



Will You Permit Institute Chemist to Study YOUR Plant and Processes?

This is one of the crucial questions arising in the formation of plans for a Candy Institute

Excerpts from report of Candy Institute Committee of the
National Confectioners Association

By V. L. PRICE

President National Candy Company



"TO do the thing right," says V. L. Price, chairman of the Candy Institute committee, "will require at least \$1,500,000 in cash and also a plan of work that will make the services of the institute to every member

worth what it costs to join it. I would estimate \$50,000 for equipping the Institute and the balance to be invested to provide an income for expenses which he estimates as at least \$75,000 a year. This income should be permanently assured because the right personnel cannot be obtained unless there is assurance as to certain income."

"This means that the income must come from the interest on investment and not from pledges, because pledges are most uncertain as to their permanency. Therefore, the money raised will have to be in cash, to be turned over to a reliable trust company as trustees to invest, the income from which to be paid to the Institute.

"The two big questions related to raising this sum are:

"(1) Is the time opportune to undertake same?

"(2) What service will the Institute render its members?

"The details as to raising the money should, I believe, be left to the committee which has the responsibility of raising it.

"As to the services to be rendered by the Institute, I don't believe that the manufacturing confectioners will be willing to provide any material sum of money based upon the assumption that some time, some-

how, the Institute is going to discover some big idea that will make all the members of the Institute prosperous.

Institute Should Help Solve Our Everyday Manufacturing Problems

"As I see the need of the Institute, it is to help its members with their everyday manufacturing problems, to save them their mistakes and the losses resulting from these mistakes and to make them more efficient manufacturers and buyers of raw materials and to enable them to make better candy and more salable candy.

"How can the Institute be made to function in this respect? The getting together of an organization of capable chemists who may know a lot about chemistry but very little about candy making won't do the trick unless those chemists can have entree to the factories of the members of the Institute where the art of candy making can be learned. This naturally leads up to the question—*Will the members allow the chemists of the Institute to come into their factories and learn their methods and supposed secrets?* If they will not it would seem self evident that the chemists of the Institute would have to work entirely along theoretical lines and that the value of their services would necessarily be greatly lessened in so doing.

"Therefore, as I see the situation, each member of the Institute will have to permit the chemists of the Institute to visit their factories and to learn their methods, and in joining the Institute this will have to be agreed to and distinctly understood by each member admitted."

The aim of the Institute, Mr. Price believes, should be to collect a personnel that

would make it the world's best authority on candy making and far superior to that which any individual could have or hope to attain. The Institute, he says, should pass upon raw materials, their relative values and uses, so that members may buy upon the recommendation of the Institute and not in the haphazard way now generally followed. When new products are offered they should be experimented with and tested by the Institute so that their true worth and uses may be made known to its members. The Institute would study the methods of manufacturing abroad. It might very properly set up an engineering department to pass upon new machinery,

factory equipment and layout.

Chairman Price suggests that pledges for the support of the Institute should be on the basis of a percentage of annual sales of goods and not in dollars, and that these pledges be turned over to some reliable trust company which would act as trustee.

In conclusion, he asks that no member of the committee should give this plan his approval unless he intends to join the movement himself, and he adds that his acceptance of the appointment as chairman of the committee naturally carried an obligation that the National Candy Company, of which he is president, would be a party to the movement.

Manipulation of Colors in the Candy Factory

(Continued from page 42)

most easily prepared and most exactly duplicated in the color factories which are, of course, well equipped for such work, having both experienced workers and suitable mechanical devices for grinding and blending the solid and liquid components.

The stock of colors kept in the factory should be stored in a cool place. The containers always should be kept closed to prevent changes in the moisture content, especially if the color is a diluted one which is already incorporated in a vehicle. Either the drying out of the vehicle in dry weather, or the absorption of moisture on damp days, will obviously change the color strength and cause confusion in producing uniformly colored batches.

Stock of Colors Require Protection

Since none of the food colors are absolutely fast toward light, the stock should be protected as much as possible against fading. Metal containers are to be preferred for the dry colors. Liquid, paste and plastic colors should be kept in a dark place or preserved in glazed earthenware or in dark brown or amber colored glass. Of the glass containers those colored brown or amber are the best for this purpose since this type of glass screens out some of the light of all wave lengths, but most completely that of the shorter wave lengths corresponding to the green, blue and violet portions of the spectrum. The removal of these shorter wave lengths is desirable since they are the ones which,

in general, are the most destructive to colors. Blue or green glass, however, transmits the active rays and screens out only the less harmful yellow, orange and red rays. For these reasons a color stored in blue glass will fade almost as rapidly as one stored in colorless glass, while a color stored in brown or dark amber glass containers will fade much more slowly. If a supply of brown bottles or jars is not available, ordinary glass ones may be painted on the outside with a suitable black paint, preferably a glossy black or a dull black coated over with shellac or varnish. Such painted containers, while they may appear rather crude, are in fact particularly efficient for storing materials which are susceptible to damage by light.

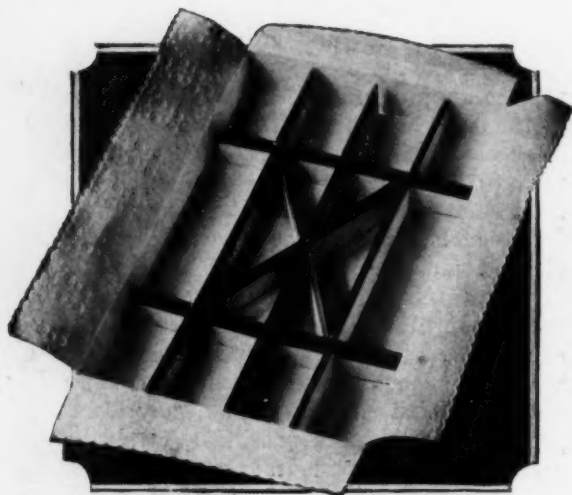
Those colors which contain no alcohol or glycerin in the vehicle should be protected from contamination with moulds, yeasts and bacteria. Although some dyes are excellent antiseptic agents themselves, others are not, offering no resistance to the growth of microorganisms, and still others act as germicidal agents only to certain specific species. Hence thorough sterilization of the diluted colors, preferably by heat during their preparation, is necessary, and reasonable precautions against subsequent contamination must be observed.

Eccentricities of Some Colors

In using colors we find that a few of them have one or two idiosyncrasies which it is well to note. Some of them do not produce pleasing effects in certain types of candy although in another type these same colors may prove very attractive. For example, carmine and amaranth and other similar blue reds give a faded-out appearance in creams, fondants or pulled hard candies, but produce brilliant, lively colors in transparent candies. Some shades of green also show the same peculiarity. The reason for it may, in part, be found in the assumption that such colors require a greater thickness of the transparent colored layer than do the others in order to overcome the deadening effect of the scattering of light by the tiny crystals or air bubbles inside of the candy.

Again some colors are not attractive if used in too great a concentration. Most shades of orange and green, for example, are more pleasing in the lighter pastel shades than in the darker shades. But with such colors as grape or carmine the reverse is the case, and such colors are pleasing only in the darker shades, appearing washed out or faded if used as light tints. These eccentricities may be explained at least in part by our inherited and acquired habits of associating the colors of comestibles with their taste or wholesomeness. Those colors which nature has used in deep shades on her foodstuffs are not attractive if we encounter them in pale shades on manufactured foods, and those which she has used in light tints and tones are not tempting when used in too deep a shade.





Economical Protection Appearance Improved

A package containing leaking or crushed pieces of candy has a job lot appearance. Consider the reputation you have at stake. Then consider the trivial cost of partitions which will not only protect your goods while in transit, but will also give that final touch of attractiveness so appealing to the purchaser.

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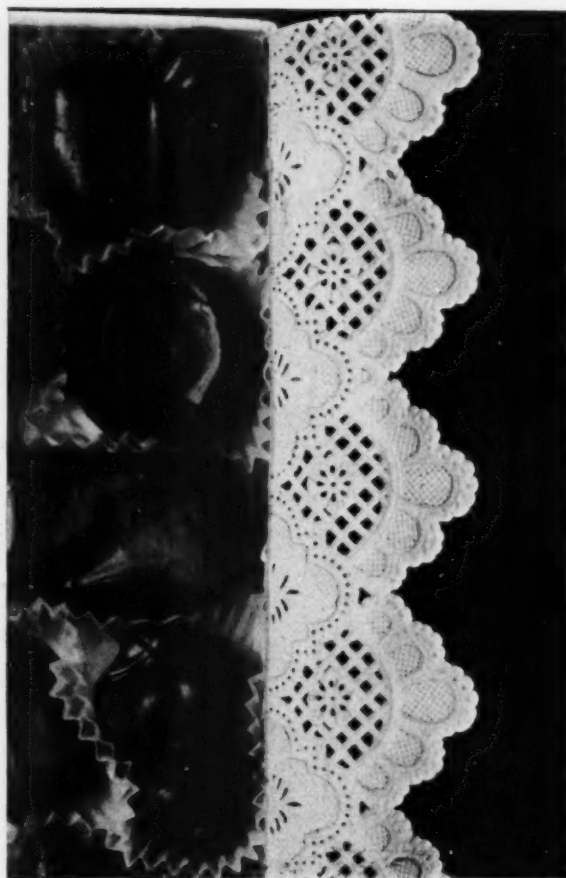
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